

PM / RJR
TOBACCO TASK FORCE

Steve Parrish
May 27, 1993

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Project Consumer Outreach Consumer Data Base

-5/27/93

Lead Responsibility: PM: Janice McDaniel
RJR: Randy Thompson, J. Ellis

ETS ☐ FET ☒

as

Time Line:

- Review June 1, 1993.
- RJR /PM Data base merge - end of March (Done)
- Message Development - Ongoing

Description: Insure direct mail capability exists to reach entire data base with a message on ETS and/or excise taxes. Need Mass Mobilization of unduplicated people in PM's and RJR's data base. Provide means for both written and telephone communications with Congress and the White House on excise tax issue.

Action:

- Select specific targets for mail campaign.
- WRO to identify targets.
- Initiate legal review.
- Initiate technical review.
- Collaborate to determine whether same message can go to data base of both companies.
- PM/RJR teleconference with report book.
- Tom Griscom having Randy Thompson coordinate with PMUSA. They are working on all action items to get ready for mass mailing.

Budget: TBD/Split with RJR

2023375125

Project Consumer Outreach
Redemption Stuffers

-5/27/93

Lead Responsibility: PM: Jim Spector, Janice McDaniel
RJR:

ETS ☐ FET ☒

Time Line:

- *In field by mid June.
- Due June 9, 1993

Description: Design cards on ETS and on the Excise Tax issues for insertion in all packages fulfilled out of Kankakee and Lafayette fulfillment centers. Also prepare cards to be inserted in outgoing branded direct mail pieces and carton stuffers.

Action:

- Comp. approved. Print production to begin week of 6/2/93.
- Review text for stuffers June 9, 1993.
- Coordinate points with RJR.
- Develop estimate of number of fulfillment packages.
- Exploring logistics of carton stuffers.
- Developing schedule of branded direct pieces to be mailed over the remainder of year.
- Preview insert copy: Week of April 26.
- RJR is working on their copy for ETS and should have it by 3/19/93; they are also at work on FET piece.
- Coordinate Points with RJR week of 3/15/93.

2023375126

2023375127

Budget: TBD

2023375128

Project Business Outreach
Trade Meetings

-5/27/93

Lead Responsibility: PM:
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
April 15, 1993

Description: How do we make presentation to trade groups? Need to develop a plan to meet.

Action:
-Tom Griscom to develop a list of trade groups.

Budget:

2023375129

Project Business Outreach Direct Mail to CEO'S

-5/27/93

Lead Responsibility: PM: James Ramsay
RJR: Seth Moskowitz

ETS ■ FET □

Time Line:
-April 15, 1993

Description: Present ETS arguments to leading CEO's in a CEO to CEO letter. Include accommodation program description and information on how we can help.

- Target companies considering bans
- Also CEO to trade group letters, EX: WIC to NATD, WIC to NACS, etc.

Note: Tom Griscom reports that McDonald's franchises met in Washington, DC and complained to corporate McD's about the smoking ban. When asked, not one of the franchise owners supported the ban.

Action:

- WIC letters to other CEOs, using Merck Model; drafted.
- WIC letter to Merck Chairman approved by WIC and Legal. Final to WIC for signature. This letter is a model - others are being written to chairs of Pepsi and other labor corps.
- Bill Campbell - T.J. O'Brien - Dial Corporation.
- MAM send letter to McDonald's with follow-up briefings/Presentations. (Prepared by Ellen Merlo)
- Meeting of all franchise owners of McDonald's in Washington, DC.
- Develop a generic letter. Get copy to Kathleen Linehan
- Griscom give us contacts from Gerstner.
- Some would go jointly.
- Craig Fuller will pull letter used and copy Tom Griscom.
- Steve Parrish setting meeting with Kraft and Reps of McDonald's.
- Assembling other recommendations.
- Indicate letter for MAM.
- WIC and other PM CEO letters being drafted. Copy due 3/18/93. (Done)

Budget:

2023375130

Project Business Outreach
Business Roundtable

-5/27/93

Lead Responsibility: PM: Craig Fuller
RJR: B. Oglesby

ETS ☒ FET ☐

Time Line:
Review June 1, 1993

Description: Advise BRT members of threat to business posed by EPA/OSHA indoor air regulations. Seek participation in coalition.

Action:

- Send Accommodation letter
- Need materials
- Chairman to Chairman communication letter (B. Oglesby / Craig Fuller)

Budget:

2023375131

Project Business Outreach Chambers of Commerce

-5/27/93

Lead Responsibility: PM: Vic Han
RJR: Roger Beahm

ETS ■ FET ■

Time Line:-

-Review June 1, 1993

Description: Reach business audience with our message on ETS and Excise Taxes through participation in Chamber of Commerce economic forums over the next several months.

Action:

- Schedule Task Force "spokesperson" into Chamber events.
- Draft basic speeches.
- Ask PM employees who participate in Chambers of Commerce to present our "white papers" for distribution.
- Invite Chamber groups to New York to visit PM.
- Jim Miller - Former OMB Director.
- Hold meetings with Executive Directors at PM in New York.
- USSA - Dave Bretton's review tapes from Crossfire.
- Have Dave Bretton come to New York to meet with Vic and Roger Ailes.
- Check to see what PM/RJR have done with Bretton before.
- Burson needs to lay out plan.
- Tom Griscom and Craig Fuller agreed Burson should develop the Chamber of Commerce outreach plan to determine where we might be able to place spokespeople.

Budget:

2023375132

Project Business Outreach
National Association of Manufacturers

-5/27/93

Lead Responsibility: PM: Roy Marden
RJR:

ETS ■ FET ■

Time Line:

- Review June 1, 1993
- Due May 1, 1993 - FET
- Due March 15, 1993 - ETS

Description: Give support for our indoor air regulation proposal. Alert members to EPA/ETS related issues.

Action:

- Alert to our opposition
- Make contact: Due March 15

Budget:

2023375133

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2023375134

Project Advocate Outreach Mass Mailing

-5/27/93

Lead Responsibility: PM: Lance Pressl, Janice McDaniel, Bob Reese
Chris Donohue
RJR: Randy Thompson

ETS ☐ FET ☒

Time Line:

Due June 9th strategy
Review on June 1, 1993

Description: 1.25 million piece directed to volunteer "advocates" will generate approximately 200 letters to each legislator. 240 (WRO to determine) targeted Members of Congress. Self-mailer to drop late March to produce results in April/May.

-Message -Fight monster taxes
-Regressivity
-Jobs at risk

Action:

- Review text June 9 - write to members of Congress and Administration (WH)
- Joint list developed with RJR/TI. Janice McDaniel attended meeting on 3/22 in WDC to finalize.
- Mail piece sent to New York on 3/23/93.
- Creative under development/Done.
- Waiting for targets from WRO/Done.
- Message points to be determined by WRO/Done.
- Need to develop message./Done.
- WRO has to give direction on message./Done.
- What amount should be in Communication \$2, \$1, .50, .24?/Done.

Budget: \$450,000

2023375135

Project Advocate Outreach Volunteer "Advocates"

-5/27/93

Lead Responsibility: PM: Bob Reese, Janice McDaniel
RJR: Randy Thompson

ETS ☐ FET ☒

Time Line:
-Review June 1, 1993

Description: Activate the volunteer "advocates" in our systems and begin phone bank operations to generate calls to Congress on excise taxes. Generate 200 calls each to key legislators: House Ways & Means, Senate Finance, Leadership, White House, Mrs. Clinton's Office. Calls spread over 4-5 day span and direct connect process will be used. Split target with RJR.

- Develop "quick response" program allowing us to contact, within 24 hours, Administration officials or Members of Congress making statements in opposition to tobacco excise tax.

Note: Develop generic scripts and approve generic scripts for phone backs and letter writing.

Action:

- Review capability to insure operation in case it's needed.
- Set up phone bank operations/ Done.
- Activate calls to targeted committee members / Done.
- Optima in Washington, DC to provide final report./Done.

Budget: PM - \$175,000
RJR - N/A

2023375136

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2023375137

Original

Project Grassroots Effort
Quick Response to Phone Bank

-5/27/93

Lead Responsibility: PM: Jim Spector
RJR:

ETS ☐ FET ☒

Time Line:
-Review June 1, 1993.

Description: How to respond with phone banks very quickly to any new initiatives or proposals concerning FET.

Action:
-Procedures in place to respond within 24 to 48 hours.

Budget:

2023375138

Project _____ Grassroots Effort _____ Letters

-5/27/93

Lead Responsibility: PM: James Ramsay
RJR:

ETS ☐ FET ☒

Time Line:

-Review June 1, 1993

Description: Convenience Store Owners (WIC), PM Invitational (MAM), Growers, Customers, Venders, Phil-PAC Contributors.

Local Unions, Pass resolutions, articles for publications.

State CARTs, mobilizations.

Action:

- Evaluate letter writing campaign on June 2.
- Review MAM letter (again)
- 25 LTE's (10 retailers, 15 smokers) opposing FET drafted.
- Six Op-eds drafted opposing FET.
- CART - Data to be provided by Derek Crawford. CART op-eds will be delivered to Tina Walls for distribution one week after data is received.
- Phil-PAC Shareholders - MAM letters to these groups awaiting approval.
- Individual WIC letters to customers, venders, growers to be sent out week of 4/5/93.
- Letters submitted - Ellen Merlo will forward on 3/15/93

Note: Eagle Alliance allows RJR to reach marketing people, suppliers, growers and others. They are preparing for their direct mail effort and will coordinate with Jay Poole.

Budget:

2023375139

Project _____ *Grassroots Effort* _____
Unions

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ☐ FET ☒

Time Line:
Due March 22, 1993

Description: Checking with Roger Penske to see who he can call to help us on FET. (Kirkland)

Action:
-WIC to meet with BCT leaders.
-Consider TI role.
-Follow-up on results.

Budget:

2023375140

Project _____ *Grassroots Effort* _____
Public Affairs / Group Outreach

-5/27/93

Lead Responsibility: PM: Frank Gomez
RJR:

ETS ☒ FET ☐

Time Line:
-Ongoing

Description: Resolutions of support on ETS.

Action:
-Draft resolution for groups to use.

Budget:

2023375141

Project _____ Grassroots Effort _____ Employees

-5/27/93

Lead Responsibility: PM: Chris Donohue, Jay Poole, Jim Ramsay
RJR: Tom Augburn (Eagle Alliance - tabs into sports, marketing, suppliers, growers)

ETS ☐ FET ☒

Time Line:

-Evaluate letter writing campaign on June 1, 1993

Description: Company wide alert should be sounded to enlist company employees in the effort. The alert should be in the form of a communiqué from MAM and WIC or other senior executive and be sent, at a minimum, to all operating company managers/Jay Poole. The message should concisely state the nature of the threat and strongly suggest that all employees contact their Congressional representatives.

Action:

- WIC letters to PMUSA employees plus sample letters and points received by all employees.
- Nearly 3000 letters have been mailed from employees at the three plant locations. This number includes letters sent by union employees. Responses have been received by Senators Faircloth of North Carolina, Warner of Virginia and McConnell which express strong support for our position on FET. Efforts are ongoing to generate more letters. I have not yet seen any responses from the White House. - JSP
- WIC message to be sent to all PMUSA employees, including points to be made to legislators and sample letter on 4/5/93.
- MAM and other CEO messages will be sent after approvals.
- Initiate copy development.
- Select employee groups have been contacted by Jay Poole as of 3/10/93.
- Plant Communities.
- Sales Force.
- Letters being reviewed by Ellen Merlo - will mail week of 3/15/93.
- Copy for MAM, WIC and other CEOs of other PM operating companies prepared for review 3/12/93. (Done)
- Mike Szymanczyk memo prepared for sales force 3/10/93.

Budget: Materials in preparation

2023375142

Project _____ Grassroots Effort _____ Suppliers

-5/27/93

Lead Responsibility: PM: Alan Miller, Richard Klemp, Peggy Martin
RJR:

ETS ■ FET ■

Time Line:

-Evaluate campaign on June 1, 1993

Description: Insure direct mail capability exists to reach senior officer in supplier companies with message on ETS and/or excise taxes. Joint letters.

Action:

- Review letter package (FET) to key selected suppliers.
- Suppliers in TN, KY, VA and NC have been asked to generate letters. We don't have a hard number as to how many may have been written, but we estimate that several hundred suppliers have been asked to write Members.
- Prepare updated list of vendors from operating companies.
- Send Accommodation letter.
- Initiate copy development.

Budget:

2023375143

Project Grassroots Effort
Accommodation - Hosp. / Indust.

-5/27/93

Lead Responsibility: PM: Lance Pressl
RJR: Tim Harris

ETS ☒ FET ☐

Time Line:
-April 15, 1993

Description: Provide viable alternatives to mandated smoking restrictions and bans.

Action:

- Waiting to review McDonald's smoking ban study with the Wirthlin Group.
- Continue outreach programs to high profile restaurants/hotel chains, associations and industry leaders. (Bowling proprietors, D.C. Restaurant Assoc., Oklahoma Restaurant Assoc., and Hospitality Assoc. contacted this past week.)
- Liner coalition building efforts to legislative battles.
- Reinforce accommodation program with consumer pull-through.
- Economic impact studies.

Budget:

2023375144

Project Grassroots Effort
Accommodation - Airport

-5/27/93

Lead Responsibility: PM: Lance Pressl
RJR: Tim Harris

ETS ☒ FET ☐

Time Line:
-April 15, 1993

Description: Maintain smoking areas in terminal and airline clubs.

-RJR works with Marriott

Action:

- Rhode Island airport accommodation lounge in full operation.
- Develop outreach programs.
- Provide technical assistance.
- Develop signage.

Budget:

2023375145

Project _____ Grassroots Effort _____ Accommodation - Workplace

-5/27/93

Lead Responsibility: PM: Lance Pressl, Steve Parrish
RJR: Rob Meyre

ETS ☒ FET ☐

Time Line:
-April 15, 1993

Description: Provide legal, economic and technical support to businesses considering smoking bans or restrictions.

Action:

- PM/RJR working on Restaurant Guide (coordinate).
- Seton name plate sign catalog will offer accommodation signage.
- Catalog to be distributed to PMUSA venders.
- Develop model smoking policy.
- Develop arsenal of technical recommendations to upgrade ventilation system.
- Assemble "case studies" for publication.
- Identify/target key industries, e.g., manufacturing, small businesses etc.
- Parrish to review with Wayne the legal aspects.
- Activating plan for California (TAW/DL/APCO).

Budget:

2023375146

2023375147

Project Government Affairs State Legislators and their Organizations

-5/27/93

Lead Responsibility: PM: Ellen Merlo/Tina Walls/Ted Lattanzio/Jay Poole

RJR:

ETS ☐ FET ☒

Time Line:

-Evaluate how to make contact June 1, 1993.

Description: Develop listing of state lawmakers who could be helpful in contacting Congress and the Clinton Administration.

Action:

- *SLC adopted resolution against FET unanimously on 4/29/93. Letters to all MC's and the President have been sent under the signature of the Chairman of SLC.
- *See following proposed policy.
- *NGA Meeting with Governor Campbell set for 6/10.
- CARTs - State strategies being defined. Awaiting finalization of which ones are to be actuated/started.
- List of MC's known to State Contractors submitted to WRO.
- ERC & MLC - contacts to be made this week.
- ALEC and NCSL are willing to update state impact studies. Derek Crawford determining cost.
- -Contacting WLC of CSG to update state impact studies and activate members.
- -Listing of state legislators continuously being compiled. Need action instructions, sample letters and talking points.
- -NCSL Meeting on 5/7 to discuss healthcare proposal and funding. Field Staff alerted.

2023375148

State Legislators and their Organizations

(Continued)

REGION VII:

Illinois

- Patrick Quinn - State Treasurer (D)
- Sen. Pate Phillips (R)
- Sen. Laura Kent Donohue (R)
- Sen. J. Bradley Burzyński (R)
- Sen. Todd Sieben (R)
- Sen. Aldo DeAngelis (R)
- Sen. Thomas Dunn (D)
- Sen. William O'Daniel (D)

REGION VIII:

Kansas

- Sen. Paul Burke (R)

REGION IX:

Louisiana

The Honorable Bob Odom
Commissioner of Agriculture
P. O. Box 631
Baton Rouge, LA 70821

The Honorable Mary Landrieu
State Treasurer
P.O. Box 94154
Baton Rouge, LA 70804

The Honorable Samuel "Sammy" Nunez, Jr.
President of the Senate
2016 Packenham Drive
Chalmette, LA 70043

The Honorable Dennis Bagneris
President Pro-Tempore of the Senate
4948 Chef Menteur Hwy., Room 318
New Orleans, LA 70126

The Honorable Mike Foster
Chairman of Senate Commerce Committee
P.O. Drawer 730
Franklin, LA 70538

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State Legislators and their Organizations

(Continued)

The Honorable B.B. "Sixty" Rayburn, Sr.
Chairman of Senate Finance Committee
12562 Hwy. 1075
Bogalusa, LA 70427

The Honorable Jon D. Johnson
Chairman of Senate Revenue & Fiscal Affairs Committee
7240 Crowder Blvd., Ste. 405
New Orleans, LA 70127

The Honorable John A. Alario, Jr.
Speaker of the House of Representatives
1063 Muller Parkway
Westwego, LA 70094

The Honorable Elias "Bo" Ackal, Jr.
Chairman of House Appropriations Committee
P.O. Box 13408
New Iberia, LA 70562-3408

The Honorable Steve J. Theriot
Chairman of House Ways & Means Committee
1225 Avenue C
Marrero, LA 70072

The Honorable John D. Travis
Chairman of House Commerce Committee
P.O. Box 412
Jackson, LA 70748

REGION X:

Colorado

- Rep. Paul Schauer (R)

North Dakota

- Sen. Corliss Mushik (D)
- Sen. Steve Tomac (D)

REGION XI:

Utah

- Sen. Mike Dmitrich (D), Senate Minority Leader
- Rep. Frank Pignanelli (D), House Minority Leader

REGION XII:

Budget:

2023375150

PROPOSED POLICY POSITION ON
FEDERAL EXCISE AND ENERGY TAXES

BACKGROUND

President Clinton is promoting an aggressive agenda for the United States, in the areas of deficit reduction, economic and social policies. Government spending has escalated to an all-time high, while America's savings and investment rates are still the lowest in the developed world. Further, unwarranted additional taxation will surely perpetuate the long-term continued decline in the financial position of the United States. Small business and start-up companies play a large role in our Southern economy; with agriculture, construction, manufacturing, mining and transportation all significantly impacted by proposed new taxes that would place an undue burden on our Southern consumers, producers and workers.

Cotton, poultry, rice, soybeans and tobacco would be especially vulnerable to energy and excise tax increases that would only serve to further exacerbate the disproportional and adverse economic impact of federal policies in the Southern states by the loss of as many as 300,000 additional jobs.

Historically, the median income in the Southern states is below the national average, and several recognized studies attest that consumer excise taxes place a disproportionate and unfair burden on the least affluent families. A more recent study by The Council of State Governments clearly shows that imposing additional consumer excise taxes on alcohol, motor fuel and tobacco would be an inadequate and unreliable revenue source for vital services, and an increase in consumer excise taxes will result in a loss of nearly \$3 Billion in tax revenue to state and local governments. Moreover, proposed Department of Defense base closings will result in the loss of as many as 54,000 additional jobs, disproportionately and adversely impacting the Southern states.

2023375151

RECOMMENDATION

That the Southern Legislative Conference of The Council of State Governments strongly opposes the inclusion of federal consumer excise tax and energy tax increases in current and future federal policies.

Further, the Southern Legislative Conference urges President Clinton and the Congress^{*} work together to attain a program of progressive reform that will improve living standards for all Americans by implementing sound economic policies and establishing a long-term strategic plan to revive American competitiveness and to stimulate America's domestic and global growth.

Sponsored by: Representative Charlie Williams, Mississippi
Chairman, Southern Legislative Conference

April 28, 1993

2023375152

Project Government Affairs
State CARTs (WEST)

5/6/93

Lead Responsibility: PM: Tina Walls/Field West

RJR:

ETS ☐ FET ☒

Time Line:

-Ongoing - Review June 1, 1993.

Description: Organize retailers and other appropriate coalition members to call, write and/or meet with targets.

Action:

- *Action plans have been drafted by the following state CARTs: CA, LA, MT, OR, WA
- Updated Price Waterhouse studies and FET talking points distributed to CART managers.
- Need dates to activate CART members via newsletter and suggest they write their congressional member.

Budget:

2023375153

Project _____ Government Affairs _____
State Organizations (WEST)

-5/27/93

Lead Responsibility: PM: Tina Walls
RJR:

FET ☒ ETS ☐

Time Line:
-Ongoing - Review June 1, 1993.

Description: Organizations who may be willing to write a letter in opposition to the FET.

Action:

*Assisting media affairs with press release in key House Ways and Means districts and Senate Finance Member states. This is a joint project with RJR.

REGION VII:

Illinois

- IL Manufacturers Association - Greg Baise
- IL Retail Merchants Association - David Vite
- AFL-CIO State of IL - Richard Walsh
- Agri-Business Council of IL - Ron Hoffman
- AMAX Coal Industries - David Finkenbinder
- Anheuser-Busch Companies, Inc. - Gerry Shea
- Archer Daniels Midland Co. - James Houlihan
- IL Beef Council - Ron Hoffman
- Associated Beer Distributors of IL - Bill Olson
- Caterpillar - Bill Compton
- IL Coal Association - Joe Spivey
- Coin Machine Operators Association - John O'Connell
- Corn Growers Association - Jack Fisher
- Deere & Co. - Robert Anderson
- Distilled Spirits Council - Ken Buzbee
- IL Farm Bureau - Richard Clemmons
- Food Retailers Association - David Vite
- Hotel & Restaurant Employees Union - Henry Anselmp
- Hotel/Motel Association - Tim Hennessey
- Mid-west Truckers Association - Todd Renfrow

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State Organizations (WEST)

(Continued)

- Nurserymen's Association - Tim Hennessey
- Pepsi Cola - Malcolm Chester
- Pork Producers Association of IL - Donna Garman
- R.J. Reynolds - Larry Suffredin
- IL Restaurant Association - Larry Suffredin
- Retail Liquor Association - Jim Colombia
- Soft Drink Association - Dick Lockhart
- Liquor Stores Association
- Miller Brewing Co.
- IL Wholesale Liquor Distrib.
- Wine Institute
- Motorcycle Dealers Association
- New Car/Truck Dealers Association
- Small Truckers Alliance
- Mid-West Truckers Association
- IL Trucking Association Inc.
- A.E. Staley Manufacturing Company
- Brown & Williamson Tobacco Corp.
- Cigar Association of America
- Management Association of IL
- Smokeless Tobacco Council, Inc.
- Tobacco and Candy Distributors Association
- Tobacco Institute
- National Federation of Independent Business
- IL Small Business Association
- IL Aggregate Producers Association
- Clark Oil and Refining
- Kerr-McGee Corporation
- Marathon Oil Company
- Petroleum Council of IL
- Shell Oil Company
- Sithe Energies USA, Inc.
- Tomzek Oil Company
- Torco Oil Co.
- Union Oil Company of California
- Abate
- Racing Association of IL
- AARP
- Taxpayers' Federation of IL
- Tobacco Labor Management Committee

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State Organizations (WEST)

(Continued)

- International Brotherhood of Teamsters Joint Council 25
- United Food and Commercial Workers Union 881
- Walgreen Co.
- Patrick Media Group

Iowa

- IA Farm Bureau - Merlin Plagge (target Lightfoot and Grandy)
- IA Association of Business & Industry - Mark Douglas
- IA Taxpayers' Federation - Rick Philips
- IA AFL-CIO (target Harkin)
- John Deere (Foundry, Davenport Works, Des Moines Works, Duburque Works, Engine Works, Waterloo Works, Product Engineering Center, Ottumwa Works)
- Monsanto Agricultural Company - Dennis Caver
- ADM Corn Sweeteners - Ken Plum
- Archer Daniels Midland Company - G.W. Hagwood
- ADM Corn Processing - Ray Neff
- Grain Processing Corporation - William B. Trent, Jr.
- Terra International - Larry E. Thompson
- Arcadia Corporation - Randy Bleuins
- Amana Refrigeration, Inc. - Michael P. Watts
- Maytag Corporation - Janis Cooper
- Rockwell International/Collins Avionics - John Girotto
- Cargill, Incorporated - Larry Fogdall
- Quantum Chemical Corp./USA Division - Alan J. Houlton
- Lehigh Portland - Ken Blum
- The Quaker Oats Company - Kenneth I. Dykes
- R.R. Donnelly Printing Company LP - Jary Johnson
- Climax/Molybdenum Company - Tommy Kearns
- Hon Industries - Stanley M. Howe
- J.I. Case Company - Lorrin "Butch" DeBlieck
- Keokuk Ferro-Sil, Incorporated - T.M. (Mike) Morris

Minnesota

- Citizens for Tax Justice - Wayne Cox
- MN Retail Merchants - Judy Cook
- MN Licensed Beverage Association - John Berglund
- MN Grocers Association - Joel Hoiland
- AFL-CIO - Bob Roots
- Teamsters - Wes Lane
- ASFCME - Elliott Siede

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State Organizations (WEST)

(Continued)

Wisconsin

- WI Automobile & Truck Dealers Association - Gary Williams
- WI Federation of Cooperatives
- WI Association of Convenience Stores
- WI Farm Bureau Federation
- WI Grocers Association
- WI Innkeepers Association
- WI Jewelers Association
- WI Merchants Federation
- Metropolitan Milwaukee Association of Commerce
- Milwaukee Teachers Education Association
- WI Motor Carriers Association
- Murphy Oil USA, Inc.
- WI Division of the Petroleum Council
- American Petroleum Institute - Rob Bartett
- Petroleum Marketers Association of WI
- WI Restaurant Association
- WI Retired Teachers Association
- WI School Bus Association
- AFL-CIO WI Federation of Teachers
- Tobacco Institute
- WI Wholesale Beer Distributors Association
- Association of WI Wineries
- WI Association of Distributors
- WI Wine & Spirits Institute
- Distilled Spirits Council of U.S.
- WI Chapter of AARP (National President resides in WI)
- WI Association of Truck Stop Operators
- WI Retail Gasoline & Automotive Trades Association
- Tavern Hosts of WI
- Tavern League of WI
- WI Taxpayers Alliance
- WI Manufacturers & Commerce
- WI Farm Bureau Federation
- Federation of Tax Administrators, Washington - Ron Alt
- WI Advertising Association (billboards)
- Agri-Business Council - Russ Weisensel
- American Farm Trust - William O'Connor
- Amusement and Music Operators - Ed Blume
- Anvan Development Corporation - Tony Earl

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State Organizations (WEST)

(Continued)

- Automatic Merchandising Council - Tony Driesson
- Avis Rental Cary System - Sharon Cook
- Beverage Licensees Association - Jim Buckley
- Bowling Proprietors Association - Michael Birkley
- Bradley Center Corporation - Sharon Cook
- Brewers Association - Bob Marotz
- Campground Owners Association - Tom Coenen
- Commercial Fisherman Ins. - Gary Goyke
- Convention and Visitors Bureau - Tony Varda
- Cream City Liquor - Bill Broydrick
- Distributors Association - Jim Wimmer
- Farm Bureau - Roger Cliff
- Innkeepers Association - Tom Coenen
- WI Association of Lakes, Inc. - Bill O'Connor
- Live Stock Dealers - Gervase Hephner
- Marine Manufacturers Association - Mike Brosek
- Metropolitan Association of Commerce - Mary Jo Paque
- Milk Haulers Association - Gervase Hephner
- Motor Carriers Association - Tom Valley
- Coalition of Responsible Vendors - Janet Swanby
- Restaurant Association - Bob Goldman
- Retail Gasoline and Automotive Trades Assn. - Tom Coenen
- Road Builders - Jim Wimmer
- School Bus Association - Charles Hiltson
- Southland Corporation - Norm Anderson
- Super America - Sharon Cook
- Tavern League - Steve Brist
- Tourism Federation - Tom Coenen
- Tourism Attractions - Chip Gerlach
- Truckstop Operators - Tom Coenen
- Wine and Spirit Institute - Jim Wimmer
- WI Dells Visitors Bureau - Jim Wimmer
- LaCrosse Area Visitor and Convention - Marty Schrieber

REGION VIII:

2023375158

State Organizations (WEST)

(Continued)

REGION IX:

Louisiana

LOUISIANA CART ADVISORY COMMITTEE:

Beer Industry League of Louisiana

Mr. George F. Brown
575 North Eighth Street
Baton Rouge, LA. 70802

Louisiana Grocers Association, Inc.

Ms. Barbara J. Easley
Post Office Box 80732
Baton Rouge, LA. 70898-0732

Louisiana Motor Vehicle Rental & Leasing Dealers Association

Mr. Terry G. McFillen
401 East Pinhook Road
Lafayette, LA. 70501

Louisiana Oil Marketers Association

Ms. Holly Abington
Post Office Box 80357
Baton Rouge, LA. 70898

Louisiana Restaurant Association

Ms. Sherri E. McConnell
5800 Perkins Place, #4
Baton Rouge, LA. 70808

Louisiana Retailers Association

Mr. Nick Perez
Post Office Box 44034
Baton Rouge, LA. 70804-4034

Louisiana Soft Drink Association

Mr. Norman Ferachi
603 Europe Street
Baton Rouge, LA. 70802

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State Organizations (WEST)

(Continued)

Louisiana Wholesale Food & Tobacco Distributors Association
Ms. Sarah L. Whalen
Post Office Box 64528
Baton Rouge, LA. 70896

Louisiana Mid-Continent Oil & Gas Association
Mr. B. Jim Porter
801 North Boulevard, Suite 201
Baton Rouge, LA. 70802-5727

Miller Brewing Company
Mr. M. L. "Bud" Mapes
Post Office Box 44352
Baton Rouge, LA. 70804-4352

R. J. Reynolds Tobacco Company
Mr. C. J. Blache
One American Place, 23rd Floor
Baton Rouge, LA. 70825

Tobacco Institute
Ms. Joe G. Wood
970 Monterrey Boulevard
Baton Rouge, LA. 70815

REGION X:

Arizona

- Retail Grocers Association (local chapter of National Association of Convenience Stores) - John Mangum

Colorado

- Club 20 (target Congressional delegation)

North Dakota

- ND Hospitality (Tavern and Restaurant Assn.) - David Myer
- ND Candy and Tobacco Association - Dave Myers
- NFIB - Larry Klemin
- ND Association of Counties - Mark Johnson

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State Organizations (WEST)

(Continued)

REGION XI:

Idaho

- ID Association of Commerce and Industry
- Associated Taxpayers of ID

Montana

- MT Farm Bureau
- MT Farmers Union
- MT Senior Citizens Association
- MAGPI, Inc.
- MT Beer and Wine Wholesalers Association
- MT Association of Tobacco and Candy Distributors
- MT Stockgrowers Association
- MT Automobile Association
- MT Automobile Dealers Association
- MT Innkeepers Association
- MT Motor Carriers Association
- MT Manufactured Housing Association

Utah

- UT Rights Coalition (Linda Wynn--could also be a Jane Q)
- UT Taxpayers Association (Howard Stephenson--also state rep)

REGION XII:

California

- CA Chamber
- CA Manufacturers
- CA Farm Bureau
- CA Grocers Association
- CA Association of Neighborhood Stores
- MAGA
- MALDEF
- National Black Chamber
- Oakland Chamber
- CA Republican Party
- Wine Institute
- CA Truckers Association
- CA Taxpayers Association
- CA Local Association of Democrats
- Republican Local Elected Officials Committee
- CA Package Store and Tavern Owners Association (Frank Gomez)

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State Organizations (WEST)

(Continued)

Hawaii

- HI Chamber (target Congressional delegation)
- HI unions (target Congressional delegation)

NATIONAL

- National United Affiliated Beverage Association (NUABA) - Frank Gomez

Budget:

2023375162

Project Government Affairs
Key State Opinion Leaders (WEST)

-5/27/93

Lead Responsibility: PM: Tina Walls/RDs West
RJR:

FET ☒ ETS ☐

Time Line:
Ongoing

Description: Listing of key opinion leaders by state.

Action: Continuous development of listing. Need activation instructions.

REGION VII:

Minnesota

Paul Ogren - former DFL legislator and author of HealthRight, the MN universal healthcare program passed last year. He opposed using an unreliable, shrinking source of income for the program.

REGION VIII:

REGION IX:

REGION X:

New Mexico

Leonard Napolitano - Administrator for the University of NM Medical Center which receives 2.5 cents from cigarettes which is used for bonding for new buildings and cancer research. Bobby thinks that he may say something to the effect that a substantial increase in the FET would diminish their revenues.

North Dakota

Dean Meyer - lobbies for counties; was former Senator

REGION XI:

REGION XII:

Budget:

2023375163

Project _____ Government Affairs _____
Homestate Visits

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR:

ETS ☐ FET ☒

Time Line:
-Ongoing - Review June 1, 1993.

Description:

Action:
-Evaluate Easter recess results and plan July and August strategies.
-See following list for names of those to be contacted during Easter Recess.
-To begin during Easter Recess - April 2-12, 1993.

Budget:

2023375164

ALABAMA

Rep. Bevil
Rep. Browder
Rep. Cramer
Rep. Everett (R)
Rep. Hilliard
Sen. Heflin
Sen. Shelby

ALASKA

ARIZONA

Rep. Coppersmith
Rep. English
Rep. Pastor

ARKANSAS

Rep. Dickey (R)
Rep. Lambert
Rep. Thomson
Sen. Bumpers
Sen. Pryor

CALIFORNIA

Rep. Becerra
Rep. Brown
Rep. Condit
Rep. Dellums
Rep. Dixon
Rep. Dooley
Rep. Eshoo
Rep. Fazio
Rep. Filner
Rep. Hamburg
Rep. Harman
Rep. Lewis (R)
Rep. Matsui
Rep. Roybal-Allard
Rep. Schenk
Rep. Stark

CALIFORNIA (Cont.)

Rep. Tucker
Rep. Waters
Rep. Woolsey

COLORADO

Rep. McNitts (R)

CONNECTICUT

Rep. Franks (R)
Rep. Kennedy
Sen. Lieberman

DELAWARE

DISTRICT OF COLUMBIA

Delegate Norton

FLORIDA

Rep. Bachus
Rep. Brown
Rep. Deutsch
Rep. Diaz-Balart (R)
Rep. Fowler
Rep. Gibbons
Rep. Hastings
Rep. Hutto
Rep. Johnston
Rep. Meek
Rep. Peterson
Rep. Ros-Lehtinen (R)
Rep. Thurman
Sen. Graham

GEORGIA

Rep. Bishop
Rep. Collins (R)
Rep. Darden

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GEORGIA (Cont.)

Rep. Gingrich (R)
Rep. Johnson
Rep. Kingston (R)
Rep. Lewis
Rep. Under (R)
Rep. McKinney
Rep. Rowland
Sen. Coverdell
Sen. Nunn

HAWAII

IDAHO

Rep. Crapo (R)
Rep. LaRocco

ILLINOIS

Rep. Collins
Rep. Durbin
Rep. Evans
Rep. Gutierrez
Rep. Manzullo (R)
Rep. Michel (R)
Rep. Reynolds
Rep. Rostenkowski
Rep. Rush
Sen. Moseley-Braun

INDIANA

Rep. Buyer (R)
Rep. Jacobs
Rep. Long
Rep. McCloskey

IOWA

Rep. Grandy (R)
Rep. Leach (R)
Rep. Nussle (R)

KANSAS

Rep. Glickman
Rep. Slattery
Sen. Dole (R)
Sen. Kassebaum (R)

KENTUCKY

Rep. Bacsler
Rep. Barlow
Rep. Bunning (R)
Rep. Mazzoli
Rep. Natcher
Rep. Rogers (R)
Sen. Ford
Sen. McConnell (R)

LOUISIANA

Rep. Fields
Rep. Hayes
Rep. Jefferson
Rep. Tauzin
Sen. Breaux
Sen. Johnston

MAINE

Sen. Mitchell

MARYLAND

Rep. Bartlett (R)
Rep. Cardin
Rep. Hoyer
Rep. Mfume
Rep. Morella (R)
Rep. Wynn
Sen. Mikulski
Sen. Sarbanes

2023375166

MASSACHUSETTS

Rep. Frank
Rep. Meehan
Rep. Neal

MICHIGAN

Rep. Barda
Rep. Bonior
Rep. Carr
Rep. Collins
Rep. Conyers
Rep. Ford
Rep. Kildee
Rep. Levin
Rep. Stupak

MINNESOTA

Rep. Mingo
Rep. Oberstar
Rep. Penny
Rep. Sabo

MISSISSIPPI

Rep. Montgomery
Rep. Parker
Rep. Taylor
Rep. Whitten
Sen. Cochran (R)
Sen. Lott (R)

MISSOURI

Rep. Clay
Rep. Danner
Rep. Gephardt
Rep. Skelton
Rep. Volkmer
Rep. Wheat
Sen. Bond (R)
Sen. Danforth (R)

MONTANA

Rep. Williams

NEBRASKA

Rep. Hoagland

NEVADA

NEW HAMPSHIRE

Rep. Swett
Sen. Gregg (R)

NEW JERSEY

Rep. Andrews
Rep. Klein
Rep. Menendez
Rep. Pallone
Rep. Payne

NEW MEXICO

Rep. Richardson

NEW YORK

Rep. Flake
Rep. Hinchey
Rep. Maloney
Rep. Manton
Rep. McNulty
Rep. Nadler
Rep. Owens
Rep. Rangel
Rep. Serrano
Rep. Slaughter
Rep. Towns
Rep. Velazquez

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NORTH CAROLINA

Rep. Ballenger (R)
Rep. Clayton
Rep. Coble (R)
Rep. Hefner
Rep. Lancaster
Rep. McMillan (R)
Rep. Neal
Rep. Price
Rep. Rose
Rep. Taylor (R)
Rep. Valentine
Rep. Watt
Sen. Faldeth (R)
Sen. Helms (R)

NORTH DAKOTA

Rep. Pomeroy
Sen. Conrad
Sen. Dorgan

OHIO

Rep. Applegate
Rep. Brown
Rep. Fingerhut
Rep. Hall
Rep. Mann
Rep. Stokes
Rep. Strickland
Rep. Traficant

OKLAHOMA

Rep. Brewster
Rep. English
Rep. Synar
Sen. Nickles (R)

OREGON

Rep. Furse
Rep. Kopelck

PENNSYLVANIA

Rep. Blackwell
Rep. Coyne
Rep. Holden
Rep. Kink
Rep. Margolies-Mezvinsky
Rep. McHale

RHODE ISLAND

SOUTH CAROLINA

Rep. Clyburn
Rep. Derrick
Rep. Inglis (R)
Rep. Ravenal (R)
Rep. Spence
Rep. Spratt
Sen. Hollings
Sen. Thurmond (R)

SOUTH DAKOTA

Rep. Johnson
Sen. Daschle

TENNESSEE

Rep. Clement
Rep. Cooper
Rep. Duncan (R)
Rep. Ford
Rep. Gordon
Rep. Lloyd
Rep. Sundquist (R)
Rep. Tanner
Rep. Quillen (R)
Sen. Mathews
Sen. Sasser

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TEXAS

Rep. Andrews
Rep. Barton (R)
Rep. Bonilla (R)
Rep. Brooks
Rep. Bryant
Rep. Chapman
Rep. Coleman
Rep. de la Garza
Rep. Edwards
Rep. Frost
Rep. Geren
Rep. Green
Rep. Gonzalez
Rep. Hall
Rep. Johnson
Rep. Laughlin
Rep. Ortiz
Rep. Pickle
Rep. Sarpallus
Rep. Stenholm
Rep. Tejeda
Rep. Washington
Rep. Wilson
Sen. Gramm (R)

UTAH

Rep. Shepherd

VERMONT

VIRGINIA

Rep. Bateman (R)
Rep. Bliley (R)
Rep. Boucher
Rep. Byrne
Rep. de Lugo
Rep. Goodlatte (R)
Rep. Moran
Rep. Payne
Rep. Pickett
Rep. Scott

VIRGINIA (Cont.)

Rep. Sleisky
Rep. Wolf (R)
Sen. Robb
Sen. Warner (R)

WASHINGTON

Rep. Cantwell
Rep. Dunn (R)
Rep. Foley
Rep. Inslee
Rep. Kreidler
Rep. McDermott
Rep. Swift

WEST VIRGINIA

Rep. Mollohan
Rep. Rahall
Rep. Wise
Sen. Byrd
Sen. Rockefeller

WISCONSIN

Rep. Barrett
Rep. Kaczka
Rep. Obey

WYOMING

Sen. Simpson (R)

2023375169

Project _____ Government Affairs _____ State Legislators

-5/27/93

Lead Responsibility: PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR:

ETS ☐ FET ☒

Time Line:

-Ongoing - Evaluate June 1, 1993.

Description: Develop listing of state lawmakers who could be helpful in contacting Congress and the Clinton Administration.

Action:

- Evaluate state legislators program.
- Seek resolution on FET.
- NCSL is willing to update state impact studies. Derek Crawford determining cost. NCSL waiting for President's plan. Expecting resolution activity at their annual meeting in July.
- ALEC task force organized Re: Clinton plan. Next meeting is June 10-12 during to organization's annual federal briefing.
- CSG resolution deferred until September meetings
- SLC adopted resolution against FET on April 29 unanimously. (See attached policy)
- List of State elected official/opinion leaders submitted to Vic Han to augment support
- Pilot Plan called "Public Official Advocacy Program" is being tested in four states - AL, GA, TN, and VA. Goal is to encourage elected officials and key Administration officials to contact members of Congress on FET, as well as, encouraging locally elected officials to write Members as well. Ongoing, but pilot phase should be completed by April 20.
- Listing of State legislators continuously being compiled. Need action instructions sample letters and talking points.
- CARTs-State strategies being defined. Awaiting finalization of which ones are to be actuated/started.
- List of MC's known to State Contractors submitted to WRO. - Designated contacts being made
- ERC & MLC - contacts to be made this week.
- Contacting Western Legislative Conference of the Council of State Governments to update state impact studies and activate members.

2023375170

State Legislators (Continued)

POTENTIAL CONTACTS: STATE ELECTED OFFICIALS

REGION VII:

Illinois

- Patrick Quinn - State Treasurer (D)
- Sen. Pate Phillips (R)
- Sen. Laura Kent Donohue (R)
- Sen. J. Bradley Burzyuski (R)
- Sen. Todd Sieben (R)
- Sen. Aldo DeAngelis (R)
- Sen. Thomas Dunn (D)
- Sen. William O'Daniel (D)

REGION VIII:

Kansas

- Sen. Paul Burke (R)

REGION IX:

REGION X:

Arizona

- Rep. Art Hamilton (D)
- Bob Stump (R) - anti-tax; John Mangum.
- John Kyle (R) - anti-tax, but not friendly to tobacco industry.
(may be taking on DeConcini); John Mangum.
- Colby (R) - no real influence but JM could approach.
- Coppersmith (D) - probably can't get; he'll go along with Administration;
JM and RW would be willing to contact.
- Karen English (D) - needs major help from D.C. to get reelected;
probably wouldn't help us; RW is best contact.
- Pastor (D) - used to be very supportive of tobacco issues, has recently
distanced himself; both RW and JM have great access but RW may be better.
- DeConcini (D) - Rip was on staff; good contact, but doubtful support of tobacco.
- McCain (R) - JM has contact but "not great"; would need an argument that
would say increase somehow negatively affects senior citizens.

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State Legislators (Continued)

Colorado

- Rep. Paul Schauer (R)

North Dakota

- Sen. Corliss Mushik (D)
- Sen. Steve Tomac (D)
- Kent Conrad is noted as one of Buffy's key contacts. John will talk to him over Congressional Easter Break; however, Al Wolf is also close to Conrad.
- We have contacts with Clinton's Chief of Staff, Burgum, former staffer to C. Burdick.

REGION XI:

Utah

- Sen. Mike Dmitrich (D), Senate Minority Leader.
- Rep. Frank Pignanelli (D), House Minority Leader.

Budget:

2023375172

COUNCIL OF STATE GOVERNMENTS
RESOLUTION RELATING TO
CONSUMER EXCISE TAXES

DRAFT

WHEREAS, President Clinton is promoting an aggressive agenda for the United States, in the areas of deficit reduction, economic and social policies;

WHEREAS, the President has called for an historic increase in income and energy taxes on individuals and businesses in the United States; and

WHEREAS, the President's recommended policies will have a profound impact on the administration and financing of government services at all levels;

NOW, THEREFORE, BE IT RESOLVED that, the Council of State Governments strongly opposes the inclusion of federal consumer excise tax increases in future Presidential and congressional policies, for the reasons stated below:

1. An increase in consumer excise taxes will further delay economic recovery in the United States, by adversely impacting job growth (As many as 850,000 jobs may be lost due to policies currently under consideration by the executive branch.);
2. An increase in consumer excise taxes will result in a reduction of tax competition between the federal government and state and local governments, (state and local governments could lose as much as \$2.8 billion in tax revenue.);
3. According to several studies conducted by government agencies and private institutions, consumer excise taxes place a disproportionate and unfair burden on the least affluent families; and
4. According to a recent study completed by the Council of State Governments, consumer excise taxes, more specifically those identified as taxes on "sin", i.e. tobacco, alcohol, motor fuel, etc., have been shown to be inadequate and unreliable revenue sources for vital services, such as, coverage of indigent health care.

NOW, THEREFORE, BE IT FURTHER RESOLVED that, the Council of State Governments believes that federal tax policy should be fair, balanced, and promote economic prosperity. Federal policies should not impair, but facilitate, the ability of state and local governments to adopt sound and equitable economic tax policies to meet the commitments to its shared constituencies.

Adopted:

Director's or Sponsor's Name
Sponsor's title

2023375173

DRAFT

PROPOSED POLICY POSITION ON
FEDERAL EXCISE AND ENERGY TAXES

BACKGROUND

President Clinton is promoting an aggressive agenda for the United States, in the areas of deficit reduction, economic and social policies. Government spending has escalated to an all-time high, while America's savings and investment rates are still the lowest in the developed world. Further, unwarranted additional taxation will surely perpetuate the long-term continued decline in the financial position of the United States. Small business and start-up companies play a large role in our Southern economy; with agriculture, construction, manufacturing, mining and transportation all significantly impacted by proposed new taxes that would place an undue burden on our Southern consumers, producers and workers.

Cotton, poultry, rice, soybeans and tobacco would be especially vulnerable to energy and excise tax increases that would only serve to further exacerbate the disproportional and adverse economic impact of federal policies in the Southern states by the loss of as many as 300,000 additional jobs.

Historically, the median income in the Southern states is below the national average, and several recognized studies attest that consumer excise taxes place a disproportionate and unfair burden on the least affluent families. A more recent study by The Council of State Governments clearly shows that imposing additional consumer excise taxes on alcohol, motor fuel and tobacco would be an inadequate and unreliable revenue source for vital services, and an increase in consumer excise taxes will result in a loss of nearly \$3 Billion in tax revenue to state and local governments. Moreover, proposed Department of Defense base closings will result in the loss of as many as 54,000 additional jobs, disproportionately and adversely impacting the Southern states.

2023375174

RECOMMENDATION

That the Southern Legislative Conference of The Council of State Governments strongly opposes the inclusion of federal consumer excise tax and energy tax increases in current and future federal policies.

Further, the Southern Legislative Conference urges President Clinton and the Congress work together to attain a program of progressive reform that will improve living standards for all Americans by implementing sound economic policies and establishing a long-term strategic plan to revive American competitiveness and to stimulate America's domestic and global growth.

Sponsored by: Representative Charlie Williams, Mississippi
Chairman, Southern Legislative Conference

April 28, 1993

2023375175

Project Government Affairs
DNC / Political Advisor

-5/27/93

Lead Responsibility: PM: Craig Fuller
RJR: Tom Griscom

ETS ☒ FET ☐

Time Line:
-April 15, 1993

Description: Generate information aimed at raising political concern.

Action:
-Schedule meeting with DNC - Kathleen Linehan.

Budget:

2023375176

Project _____ *Government Affairs* _____
Administration

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR:

ETS ☐ FET ☒

Time Line:
-Ongoing

Description:

Action:

- Meeting with Administrative officials week of 3/24/93. (Done)
- MAM in Washington, DC week of 3/15/93 (no meetings were held).
- RWM in Washington, DC for meetings 3/24/93.

Budget:

2023375177

Project Government Affairs
Hill Contacts with Local Lobbyists

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR:
TI: Walter Woodson

ETS ☐ FET ☒

Time Line:
-Ongoing

Description: Bring in local lobbyists to contact key House and Senate members.

Action:

- Industry teams are meeting this week to set up meetings during Easter recess.
Due April 13.
- Ellen Merlo is looking at the list and will advise Kathleen Linehan. (Complete).
- Develop a list of PM/RJR lobbyists and who they know on the Hill.
- PM/RJR/TI to develop a joint strategy.
- TI List - Walter Woodson.
- RJR List - Tom Griscom.

Budget:

2023375178

Project _____ Government Affairs _____ Governors

-5/27/93

Lead Responsibility: PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR: Roger Mazingo

ETS ☐ FET ☒

Time Line:

-Ongoing - Review June 1, 1993.

Description: Develop list of Governors who could be helpful in contacting Congress and the Clinton Administration. Determine how best to reach and activate them. Awaiting info. Governor Hunt (NC) setting up Task Forces in the state to combat excise tax. His group includes venders/suppliers. Governor McWherter (TN) is concerned about impact and is going to meet with President Clinton in March. Governor Wilder calling. Effort to assure current Southern Governors expand to include all 17 SGA members to 1) Urge President against FET and 2) urge Senators and MCs to oppose FET underway. Similar efforts with NGA, DGA, RGA, EGA, MGA, WGA are beginning.

Action:

- *C. Fuller to meet with Governor Campbell 6/10.
- Evaluate status of program.
- WIC met with Gov. Wilder on 5-19-93 in Richmond.
- MP met with Gov. Walters Re: FET and impact on OK. Gov. is waiting for administration proposal but concerned about potential impact on OK.
- April 28 - NGA/Clinton meeting - Governors Folsom, Cambell, Miller and Carper names were given via Jay for final followup by Governor Hunt (NC).
- Governor Fordice (Ms.) contacted for future action.
- Jay Poole will meet with Governor Wilder to ask him to call Pres. Clinton and followup with a letter.
- Ed Jenkins (Former MC of GA) is meeting with GA Gov. Miller on 3/31/93.
- Already contacted: Governor Hunt (NC), Governor McWherter (TN), Governor Wilder (VA), Lt. Governor Mary Sue Terry (VA), Governor Jones (KY), Governor Baliles, Judge David Armstrong (AK), Sec. Riley, BTC and tobacco growers.
- Still pending: Gov. Miller (GA), NGA-Romea and Campbell, NCSL - John Sununu and Gov. Walters (OK). Mayor Abramson.
- Governor Waihee will not be contacted at this time because of state level excise tax

2023375179

legislation.

2023375180

Governors (Continued)

-5/27/93

Action:

- Awaiting contact with Campbell prior to conversation with Romer.
 - Contact DGA, NGA, RGA - SGA plan to be finalized this week.
 - Remain in contact.
 - Provide white papers, talking points and speeches.
 - NGA-Initial calls made; contact with Campbell
 - Governor Hunt plans to come to Washington, DC in the near future to speak with Clinton about the economic stimulus package and its impact of FET.
- (Victor Han) - Governors send message to White House on FET; gain media; coverage
Lead Responsibility: Victor Han, Jay Poole, Burson-Marsteller

Budget:

2023375181

Project Government Affairs
White House Coalition

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR:

ETS ☐ FET ☒

Time Line:
-Ongoing

Description: 1) 32 tobacco Democrats meet with H. Paster from the White House and discuss the excise tax issue week of March 8, 1993. (Done)
2) Senator Ford sees HRC -postponed.
3) Tobacco members writing letters to the White House.

Action:
-Governor Hunt calling Rahm Emmanuel

Budget:

2023375182

Project Government Affairs Local Elected Officials

-5/27/93

Lead Responsibility: PM: Ellen Merlo, Tina Walls, Ted Lattanzio, Jay Poole
RJR:

ETS ☐ FET ☒

Time Line:

-Ongoing - Review June 1, 1993

Description:

Denver Councilwoman Cathy Reynold, Colo. Municipal League Executive
Director Sam Mamet

Action:

-Evaluate Program.

-The Florida Petroleum Marketers Association unanimously passed a resolution against the FET at their Spring Board meeting in Jacksonville, FL, on 4/22. The resolution is being sent to every member of the Florida Congressional delegation. A copy of the resolution is attached. (see following page)

A number of NC Mayors have written the White House and Members opposing the tax. We are meeting next week with Richmond Mayor Kenny to ask him to send a letter to the Executive Committee of the VA municipal league asking them to co-sign a letter to the VA Congressional Delegation opposing the FET.

*GA Secy. of Agriculture to meet with Pres. Clinton. Secy. of Ag. agreed to get other Southern colleagues to oppose FET.

-Compile listing of key officials and their organizations.

POTENTIAL CONTACTS:

*LOCAL ELECTED OFFICIALS - Ongoing and under weekly reports.

REGION VII:

REGION VIII:

REGION IX:

REGION X:

Colorado

- Councilwoman Cathy Reynolds (Denver)
- CO Municipal League - Sam Mamet
- Mayor Tauer (Aurora)

2023375183

Local Elected Officials (Continued)

-5/27/93

North Carolina

- Bill Shalhoob - local restaurant owner; key local leader.
- Mayor John Lindgren (D) - Fargo

REGION XI:

Utah

- Mayor Everett Dahl (Midvale)

REGION XII:

California

- Members of Republican Local Elected Officials (RLEOC)
- Members of CA Elected Association of Democrats (CALEAD)
- San Diego Mayor Susan Golding.
- San Bernadino Supervisor Jerry Eaves

Budget:

2023375184



Florida Petroleum Marketers Association Inc.

209 Office Plaza, Tallahassee, Florida 32301-2807 • Phone 904/877-5178 • FAX 904/877-5864

RESOLUTION

In Opposition to Increased Federal Excise Taxes on Cigarettes

Whereas, according to a Price Waterhouse economic impact study, a \$1.00 increase in the federal excise tax on cigarettes would result in the loss of 15,636 jobs and a loss of \$403 million in payroll in Florida's economy, with the state's retail sector bearing the brunt of the losses,

Whereas, according to Price Waterhouse, even a doubling of the federal excise tax on cigarettes would result in the loss of 4,600 jobs and a loss of \$118 million in payroll in Florida's economy,

Whereas, Florida's state excise tax on cigarettes is already some 30% higher than the national average,

Whereas, an increase in the federal excise tax on cigarettes would have a devastating effect on Florida's farm families that grow tobacco, who are also our customers,

Whereas, excise taxes are known to be one of the most regressive forms of taxation, hitting lower- and middle-income families hardest of all,

Whereas, taxpayers already pay too much to government in taxes,

Therefore, be it resolved that the Florida Petroleum Marketers Association, representative of supplying some 5000 retail outlets in Florida, stand in total opposition to any increase in the federal excise tax on cigarettes and call on all federal legislators from the state of Florida to work and vote against this unfair, punitive tax.

Signed,

B. Alan Whaley
Executive Vice President,
Florida Petroleum Marketers Association

Approved by the Board of Directors

April 22, 1993

Officers: President: Jim Smith • President-Elect: Casey Martin • Vice President: Steve DeLuca • Vice President: Ed Koch
Vice President: Lubricants: Bob Barnes • Treasurer: George Hall • PMAA Director and Past President: Wilson Hines

Directors: Ken Allen, Sr. • Manuel Alvarez • Bill Chesham • Don Bodie • James Dean • Michael Palmer • Sam Gomez • Kim Johnson • Jack Kirtley
Janis Lampe • Bob Lane • Wendell Lewis • Larry McGary • Bruce Mitchell • Jon Rodriguez • Jim Williams • Executive Vice President: G. Alan Whaley

Post-It brand fax transmittal memo 7671 of pages 1	
To: <i>Henry Truman</i>	From: <i>Pat Mc</i>
Co.	Co.
Dept.	Phone
Fax	Fax

2023375185

Project _____ *Government Affairs* _____
_____ *Briefings to the Hill*

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR: B. Oglesby

ETS ☐ FET ☒

Time Line:
-Ongoing

Description:

Action:

Budget:

2023375186

Project Government Affairs
Senior Management Visits

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR: B. Ogelsby

ETS ☐ FET ☒

Time Line:
-March 16 & 17, 1993

Description: Visits should be made to Congressional leadership and key tobacco members.

Action:
-MAM Washington visit 3/16/93 and 3/17/93.

Budget:

2023375187

Project _____ Government Affairs _____
Member Assignments

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR: B. Ogelsby

ETS ☐ FET ☒

Time Line:
-Ongoing

Description: To ensure that key Members of Congress are covered, member assignments should be made. All staff and contract lobbyists should be assigned members. Reports of the visits should be submitted periodically and in timely fashion.

Action:
-March 28-31 to urge all tobacco democrats to meet with the House leadership on March 31.

Budget:

2023375188

Project _____ Government Affairs _____
Coordination w/ Tobacco Coalition

-5/27/93

Lead Responsibility: PM: Kathleen Linehan
RJR: B. Ogelsby

ETS ☐ FET ☒

Time Line:
-Ongoing

Description: Maintain close coordination with House coalition of tobacco members and tobacco state Senators to ensure timely and orderly support. We can supply timely intelligence reports.

Action:
-We've hit upwards to 30 Members of Congress in last two weeks.
- Discuss with Ford. (Done)

Budget:

2023375189

2023375190



Project Labor
Strategy - Tax

-5/27/93

Lead Responsibility: PM: Kathleen Linehan, Ellen Merlo
RJR:

ETS ☐ FET ☒

Time Line:

-Ongoing - Review June 1, 1993.

Description: It is imperative that we maintain union's support. To this end, immediate contact should be made with the head of the BCT and other employee groups affiliated with PM companies. The President of BCT should be solicited to contact his members as quickly as possible and request them to contact the White House and their Members of Congress. The BCT also should arrange a quick meeting with Lane Kirkland and other key figures within labor and secure their support. Once support is solidified, then labor should mount a campaign against the proposal.

Action:

- We are working with BCT Local Officials who will have a booth at the National AFL-CIO trade show in St. Louis. We are working toward developing the capability of generating anti-FET letters on the spot that union members in attendance can forward to their own Members of Congress.
- Deadline: May 17, 1993.
- Constantly in contact with TI Labor Management - Kathleen Linehan
- Contacted by Jay Poole - Has agreed to enlist help of AFL-CIO to support industry position, phone and mail efforts.
- RJR will get readout from us.
- TI may be working on some ads.
- Ellen Merlo and Tom Griscom need to talk to Sam Chilcote.
- Dinner with BCT president on 3/10/93 by WIC, KML. (Done).

Budget:

2023375191



2023375192

Project TI Coordination TI Lobby Plan

-5/27/93

Lead Responsibility: PM: Jay Poole, David Nicoli
RJR: Randy Thompson
TI: Bob McAdams

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: Coordinate all tobacco lobbyists through TI. This is no time for anyone to freelance. Although TI does not have all the tobacco companies in its membership, this may be the time for outreach - all companies employ people, have plants, etc.

Action:

- Meeting of the inter-company/TI group on Tuesday April 6.
- First meeting with McAdams for TI held on March 25; second meeting set for April 16.
- Briefing for Bill/Jim/Andrew.
- Strategy to be worked out by Craig Fuller or Craig Fuller and Tom Griscom.
- After strategy worked out, logistics of coordination must be established by RJR/PM Team.
- Designate group on FET strategy/one representative from PM/RJR/TI to coordinate "all" activities (linking all groups) reporting to Core Group.
- Decide on representatives from each company.
- Ellen Merlo to make assignment of PM coordinator/strategist.
- Tom Griscom to deliver message to TI.
- Jay Poole named as PMUSA Representative -has been communicated to TI (Merlo).
- David Nicoli - WRO Representative.-has been communicated to TI (Merlo).

Budget:

2023375193

Project TI Coordination
TI Educational Packet

-5/27/93

Lead Responsibility: PM: Ellen Merlo, Kathleen Linehan, Jay Poole
RJR: Tom Griscom, B. Oglesby

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: TI is developing information packets and briefing papers for ETS and Excise Tax issues.

Action:
*On going meetings with coordinating Committees take place on weekly basis.
*ETS included in latest TI meetings.
*Legislative updates coming in form all sectors.

Budget:

2023375194

2023375195

Project Science
Publicly Challenge EPA Science

-5/27/93

Lead Responsibility: PM: Steve Parrish, Jim Boland
RJR: Tom Griscom

ETS ☒ FET ☐

Time Line:

-Due April 1, 1993

Description: Consider a press conference to challenge EPA Risk Assessment, or an open letter to the new EPA Administrator.

Action:

- Evaluate basis for a new challenge, due: 4/1/93.
- Burson-Marsteller.
- Work being done with Manhattan Institute.
- Scientific organization on how Risk Assessments done: cellular phone, ETS and others.
- Stanford Research Institute to review EPA statistics (Steve Parrish to work on who has contacts with Stanford).

Budget:

2023375196

Project Science
Reexamine ETS Study

-5/27/93

Lead Responsibility: PM: Tom Borelli, Jim Boland
RJR: Sears Strawker, Mary Ward

ETS ☒ FET ☐

Time Line:
-April 15, 1993

Description: Maintain an ongoing review of ETS studies and findings and present a case for a reexamination of ETS at EPA.

Action:

- *PM/RJR - Agreed to jointly work on a proposal for the American Statistical Society to review and critique the methodology in the ETS risk assessment.
RJR is currently reviewing the first draft proposal.
- PM TB/JB - Will arrange a meeting with RJR to discuss a consultant's proposal that raises the weaknesses and the ramifications of the risk assessment to the EPA.
Additionally, we will discuss another proposal for EPA's methodology to be reviewed by an outside statistical group.

Budget:

2023375197

Project Science
Science Spokesperson

-5/27/93

Lead Responsibility: PM: Tom Borelli
RJR:

Burson-Marsteller
APCO

ETS ■ FET □

Time Line:
-Searching

Description: Identify one or more scientists willing to speak on the ETS subject in support of our position. Place them in speaking opportunities.

Victor Han: Free up TI scientists; identify others for media.

Lead Responsibility: PM: Victor Han, Steve Parrish Burson-Marsteller
RJR:

Action:

*TB - Encouraged speakers participating at the George Mason University International Institute's Scientific Integrity Conference to raise the ETS risk assessment as an example of bad science. The conference was video taped and it will be reviewed for statements made on ETS. The video can be used to educate policy makers on the use of bad science and public policy.

-PM TB - APCO/Burson Marsteller are identifying various environmental symposia where ETS can be raised and various policy group speakers will be reviewed as possible candidates.

-Still looking

Budget:

2023375198

Project Science
Presentation to OSHA on ETS

-5/27/93

Lead Responsibility: PM: Denise Keane, Jim Boland
RJR: Mary Ward

ETS ☒ FET ☐

Time Line:
-TBD

Description: Develop a presentation on ETS to make to OSHA.

Action:

- Ready for presentation last week in April, presentation can be used for EPA if needed.
- Denise Keane will contact.
- Should unions take lead?

Budget:

2023375199

2023375200

Project _____ Research _____ Studies

-5/27/93

Lead Responsibility: PM: Lance Pressl, Derek Crawford
RJR:

ETS ■ FET ■

Time Line:
-April 15, 1993

Description: There are 5 studies under development that could have a bearing on the debate: (1) the LULAC health care financing study (Done-March 25); (2) the Committee for a Responsible Federal Budget's health care cost containment study (Rollout-April 12); (3) CART's updated Regressivity Study and Macro Jobs Impact Study (Done-March 15); (4) Economic Policy Institute study on regressivity of the current health care financing system (Rollout-April 7); and (5) The Council of State Government's study on diminishing tax receipts. It is important to express the findings to the media and public in layman's terms so that the message is not lost in an academic debate.

Other available studies, research and technical assistance. Impact Sheets & Visual Support. \$2/Pack Argument/Information Sheets: National/State by State. Studies by third parties: Council of State Governments: Diminishing Return of Excise Taxes; A. Philip Randolph Institute: Impact of Taxes On African-American, Health Care Financing, American Agricultural Movement; Impact of Excise Taxes On Rural American; National Conference of State Legislatures: Effect of FET Changes on Women, Minorities and the Middle Class; Excise Taxes in the American Fiscal System; Congressional Budget Office: Rising Health Care Costs; National CART: Regressivity & Jobs Analysis; Institute for Research on the Economics of Tax: Social Costs; Public Policy, and Freedom of Choice. State-Specific And Internal Studies: Geo-Political Mapping Analyses, Regressivity Studies, and Fiscal Conditions.

Action:

- Looking at "backout" of \$24 billion social costs figure. (In process with PM/TI)
- Evaluating studies and determining if more are needed.
(Do we need to Commission any other studies?)
- May be doing research on FET.
- Need to get material from TI so we can evaluate; Washington Office should get what's there.
- We want to look at large media component.
- Tally points.

Budget:

2023375201

Project _____ Research _____ Position Papers

-5/27/93

Lead Responsibility: PM: Lance Pressl, Jim Boland
RJR:

ETS ■ FET ■

Time Line:

- Ongoing
- ETS - Due week of March 29, 1993

Description: A series of position papers or "White Papers" needed on the ETS and excise tax issues. Assign writers to complete the following:

- Write paper on EPA Science as it relates to electromagnetic fields (EMF), diesel, and chloride in water (in process).

Action:

- White paper on ETS/EPA will be completed by 3/22. The paper will be targeted for a state legislative audience.
- An informational video on PM's position on EPA/ETS issue has been prepared and made available to government affairs staff (PMUSA, WRO, PMI).
- Economic Impact Analysis - Federal (done).
- \$2, \$1, .50 (done).
- Need to have TI coordinate "all" white papers with PM/RJR.
- We will see drafts week of 3/15/93.

Budget:

2023375202

Project _____ Research _____
Niagara Institute

-5/27/93

Lead Responsibility: PM: W. Burrell, Matt Winokur
RJR:

ETS ☐ FET ☒

Time Line:
-Ongoing - Review June 1, 1993.

Description: This Canadian group has developed a study of the tobacco issues in Canada. This report needs to be finalized and/or excerpts need to be made public.

Action:
-Report needs to be completed A.S.A.P.
-Statement by institute director needs to be drafted and released A.S.A.P.

Budget:

2023375203

Project _____ Research _____
Wirthlin Group Presentation

-5/27/93

Lead Responsibility: PM: Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Completed

Description: Arrange a presentation on research to compare findings with Reynolds.

Action:

- Share ETS tracking information / Done.
- Share RJR attitude survey document / Due 3/10/93.
- Share results as available.
- Breglio survey results to be shared.

Budget:

2023375204

2023375205

Project Legal
Growers' Law Suit

-5/27/93

Lead Responsibility: PM: Steve Parrish, Kathleen Linehan
RJR: W. Ukatz

ETS ☒ FET ☐

Time Line:
-Ongoing

Description: Consideration is being given to supporting the tobacco growers with a law suit against the EPA with regard to the ETS Risk Assessment. Also, raise money from third parties.

Action:

- Lawyer's conference call with RJR on 3/30. (Done)
- Finalize complaint / Due: week of 3/8/93. (Done)
- Review with RJR / Due: week of 3/8/93. (Done)
- Participate in Grower's legal fund to pay for suit (assuming we go forward).

Budget:

2023375206

Project Legal
Legal Briefings on ETS

-5/27/93

Lead Responsibility: PM: Denise Keane
RJR: M. Ward, W. Ukatz

ETS ☒ FET ☐


Time Line:
-Week of March 22, 1993

Description: Legal should provide guidance for companies on the ETS issue.
Once completed, distribution to key business leaders will be made on a CEO/CEO
level or General Counsel/General Counsel.

Action:
-RJR putting something out.

Budget:

2023375207



2023375208

Project Media / Communications Pro Active Media

-5/27/93

Lead Responsibility: PM: Tom Borelli / Richard Hines Consulting
RJR:

ETS ■ FET

Time Line:

-Ongoing - Review June 1, 1993.

Description: Generate news stories, editorials and commentaries critical of the EPA Risk Assessment and unreasonable smoking ban legislation.

Action:

*The May edition of Consumer's Research Magazine has a feature article on "Federal 'Science' Under Fire" which mentions ETS as an example of bad science. We have ordered 1,000 copies of the magazine for educating policy makers on the ETS issue.

-See following pages for Project Overview Re: FET and ETS

-The below listed articles available upon request:

Joe Perkins - San Diego Union.

Lanie Izumi - Sacramento Union.

National Review editorial.

Note: The Joe Perkins column appeared in about 40 papers throughout the U.S. as a result of his syndicated column.

Budget:

2023375209

Project: Federal Excise Taxes (FET)

Overview:

Meeting held on Friday, May 14 in Washington, D.C.

Discussed present status of timing on health-care reform and status of task force projects.

Project: ETS

Note: All ETS projects discussed below and additional work on such projects are pending subject to decisions regarding litigation.

Overview:

Meeting held May 14 in Washington, D.C.

We will continue developing materials and reviewing opportunities.

PCO continuing outreach efforts, including one-on-one meetings w/industry and a planned mass mailing to 15-20 industries in 15-20 states, which will focus on smaller businesses. Outreach to scientific community has been successful; outreach to industry reflects great interest, but no firm commitment yet.

Task force discussed upcoming environmental conferences.

VII. Miscellaneous

o RJR employees (mainstream factory folks) about 1,600 -- on their own time and money -- took bus trip to D.C. to demonstrate against proposed excise tax increase. Received good press coverage.

o B-M developing industry response for announcement day.

VII. Miscellaneous

o Keep tabs on dates for Traficant hearings on smoking ban in federal buildings and Rose hearings.

2023375210

Project Media / Communications
Watchdog Efforts

-5/27/93

Lead Responsibility: PM: Victor Han
RJR:

ETS ☒ FET ☐

Time Line:

Description: Identify and design communications plan for watchdog groups.

Action:

-Radio syndicators contacted; developing 60 second test spot and longer piece test for weekend public affairs programming; meeting with principal this week; deciding frequency of delivery.

Budget:

2023375211

Project Media / Communications Op - Eds

-5/27/93

Lead Responsibility: PM: Victor Han
RJR: Mara Payne

ETS ■ FET ■

Time Line:

FET: -Review June 1, 1993

- Submit lists, initial drafts of op-eds to Tom Humber (B-M) week of April 12, 1993.
- Finalize plans week of April 19, 1993.
- Initiate program week of April 26, 1993.

ETS: -Submit lists, initial drafts of op-eds to Tom Humber (B-M).

- Finalize plans week of April 5, 1993.
- Initiate program week of April 26, 1993.
- Ongoing.

Description:

Action:

- See following page for Op-ed Program.

FET: -Proactive Op-ed placement in selected hometown newspapers of key legislators.

- Strategically cc: certain legislators, appointed officials.
- Develop defensive op-eds for response to negative editorials.
- Utilize media trained activists and smoker organization spokespersons.

Next Steps:

- Identify hometown (district) newspapers of key legislators.
- Ascertain proposed content.
- Establish writing responsibilities.
- Draft op-eds, message points.
- Draft LTE's to support op-eds.
- Identify authors, proactive/reactive.

2023375212

Op - Eds (Continued)

- ETS:
- Jim Ramsay sample op-eds were distributed to group for review.
 - Group agreed to review available ETS material and make recommendations at next meeting.
 - Proactive Op-ed placement in selected national, state/state capitol and local newspapers.
 - Strategically cc: certain legislators, appointed officials.
 - Develop defensive op-eds for response to negative editorials.
 - Utilize media trained activists and smoker organization spokespersons.

Next Steps:

- Identify newspapers of key legislators, appointed officials.
- Ascertain proposed content.
- Establish writing responsibilities.
- Draft op-eds, message points.
- Draft LTE's to support op-eds.
- Identify authors, proactive/reactive.

Budget:

2023375213

VI. Develop Comprehensive Op-ed Program to support Objectives

ETS

Summary: Develop op-eds, both proactive and reactive, for placement in selected national, state/state capitol and local newspapers.

Status:

- o Expanded media coverage requested to determine coverage and potential reactive opportunities until something occurs that provides proactive forum.
- o Materials have been developed by PM/RJR.
- o Process of identifying potential signatories continues.

FET

Summary: a) Focus on proactive op-ed placement in selected hometown newspapers of key legislators, with ccs to those legislators, certain appointed officials and b) develop defensive op-eds for response to negative editorials.

Status:

- o Will use list of organizations and individuals developed in disseminating FW economic impact information as core for potential op-ed signatories in hometown and state capitol newspapers.
- o Draft op-eds prepared. PM/RJR winnowing media lists for potential placement. Attempts at op-ed placement continue.

2023375214

Project Media / Communications
TV Talk Shows

-5/27/93

Lead Responsibility: PM: Victor Han
RJR: Mara Payne, Roger Ailes

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: America and the Administration are being run on talk shows.

Action:
-Counter talking points.
-Monitor talk shows.
-Find shows where we can deliver our message.

Budget:

2023375215

Project Media / Communications LTE's

-5/27/93

Lead Responsibility: PM: Victor Han
RJR:

ETS ■ FET ■

Time Line:

FET: -Review June 1, 1993

- Contact lobbyists, activists, PM/RJR sales forces to review their role for expanded media monitoring by April 2, 1993.
- Submit final plan for review April 12, 1993.
- Initiate program week of April 5, 1993.

ETS: -Submit lists, initial drafts of letters, prospective authors to Tom Humber (B-M) by April 9, 1993.

- Contact lobbyists, activists, PM/RJR sales force to review their role for expanded media monitoring by April 2, 1993.
- Submit final plan for review April 12, 1993.
- Initiate Program week of April 5, 1993.

Description:

Action:

-See following page Re: Develop LTE Program.

- FET:**
- Proactive LTE's targeted at hometown (district) newspapers of key legislators.
 - Strategically cc certain legislators, appointed officials.
 - Develop defensive LTE's for reaction to editorials, news and op-ed coverage.
 - Local media to be monitored by lobbyists, activists, PM/RJR sales force.

Next Steps:

- Identify hometown (district) newspapers of key legislators.
- Ascertain proposed LTE content per targeted legislator.
- Establish writing responsibilities.
- Draft proactive LTE's.
- Submit lists, conduct LTE content analysis, initial drafts of letters,

2023375216

prospective authors to Tom Humber (B-M) by April 9, 1993.

2023375217

LTE's (Continued)

- ETS
- Proactive LTE's targeted at key opinion creating newspapers/publications (national/state/local) of targeted elected officials/appointed officials.
 - Strategically cc: certain legislators, appointed officials.
 - Develop defensive LTE's for reaction to editorials, news and op-ed coverage.
 - Local media to be monitored by lobbyists, activists, PM/RJR sales force.

Next Steps:

- Identify newspapers/publications.
- Ascertain proposed LTE content.
- Establish writing responsibilities.
- Identify authors for LTE's, proactive/reaction.

Budget:

2023375218

II. LTES to Support Objectives

ETS

Summary: Focus proactive/reactive LTES on key opinion creating newspapers/publications of selected elected officials/appointed officials, with ccs to those legislators, appointed officials.

Status:

- o LTE program pending determination of litigation issue. Once a decision is made, can either develop program based on filing "hook" or determine market for letters on case-by-case basis where opportunities are presented.

FET

Summary: Proactive and reactive LTES for use at hometown (district) newspapers of key legislators, with one to those legislators and certain appointed officials.

Status:

- o PM and RJR reaching out to databases for to ask people to write in opposition of FET.

- o PM/RJR continuing to identify other authors by category.

2023375219

To: Media/Communications Committee Members
Date: March 18, 1993
Subject: FET/ETS Audience & Message Point Development

As per yesterday's meeting, it was agreed that we would address the following audiences. Along with a listing of the audiences is an initial effort at their respective message points. Remember, this was an exercise to help us determine the elements we need for information/press packages. These messages are not necessarily unique to each audience.

ISSUE: FET Increase

Audience: Federal Officials

Message Points: Tax is a middle-class tax increase. During the course of the presidential campaign, candidate Bill Clinton promised he wouldn't raise the taxes of the middle class. Similarly, the promise that President Clinton made that those with earnings below \$30,000 would not be taxed has now "gone out the window". Additionally, this tax will seriously hurt a fragile economy and 850,000 jobs will be lost.

Audience: State Officials

Message Points: An FET increase will cause an erosion in state revenues which will mean additional new taxes at the state level.

2023375220

Audience: Southeast States Elected Officials

Message Points: An FET increase will have a disastrous/cataclysmic effect on the economy in the southeastern states. More jobs will be lost due to this tax in the south and southeast than to the national recession that we are finally starting to recover from.

Audience: RJR/PM Plant Community Locations - Elected Officials

Message Points: Will cause jobs to be lost which will hurt the local economy. Also, erosion in company tobacco revenues adversely affects our ability to invest in non-tobacco operating companies and the jobs and tax revenues they produce.

Audience: Consumers/Smokers

Message Points Smokers should not be asked to pay any more - they already contribute more than 13 billion dollars to the economy than non-smokers. The proposed increase is discriminatory. If a program is to benefit all Americans - it should be broadly funded.

The real problem with the system is not the lack of money - but out of control costs. The medical care system itself is in need of general surgery if it's to be reformed. Don't throw more money at the health care system; fix it instead.

Audience: Non-smokers

Message Points: The proposed tax increase will not work because taxes alone won't cure the crisis in health care and new tax dollars will be needed on both the federal and state levels.

Audience: Farmers

Message Points: The proposed tax will be a cataclysm for the tobacco farmer and the economy of the tobacco growing states. Tobacco farmers will be unable to replace their highly profitable tobacco crops and as a result they, and their state's economy, will suffer.

2023375221

If tobacco farmers switch to alternative crops - - the markets of those crops throughout the United States will be destabilized and economic disaster will reverberate in every farming community.

Audience: Suppliers

Message: Reduced demand for tobacco will not only economically hurt tobacco farmers but will hurt all involved with the manufacture and sale of cigarettes from the pesticide and seed salesmen to the tractor sellers to the trucker who brings the finished product to retail.

Audience: Retailers

Message The retail and convenience store communities will bear a large part of the jobs lost if this tax is enacted. Cigarettes are among the most profitable products sold in those stores and provide a key revenue stream that helps to keep many stores open and many people employed.

Audience: State Excise Tax Dollar Recipients/State Funded Programs

Message: Another case of diminishing returns. This earmarked tax will erode excise tax revenues at the state level and cause lawmakers to look for additional sources of income. Those new taxes may not be as "politically acceptable" as the current source of funding and support for the program may erode. Accordingly, this scenario puts state discretionary programs at substantial risk.

It's poor policy to earmark the funding of any program to tobacco revenues where the base of consumers is declining every year.

Audience: Organized Labor

Message: This proposed tax is regressive because it hits the poor and middle class much harder than those who are better off.

Many tobacco related jobs, many of them union members, will be lost as almost 850,000 jobs disappear from the American economy.

2023375222

Audience: Health Care Reformers

Message: The entire health care system needs to be overhauled. The answer is not more money, but one of fundamental reform. If, in the final analysis, more money is the answer it should come from a general broad based tax. Get the system fixed.

Audience Minority Groups

Message: African and Hispanic Americans will bear the highest hardships if this tax is enacted. It's regressive and will cause serious job losses among the small businesses -- who depend on cigarette sales revenues -- in the minority community. Last in/first out. Further, erosion of discretionary programs of benefit to the minority community.

Audiences: Chambers of Commerce/Business Organizations

Messages: The proposed tax is unnecessary since the problem is not fiscal but structural. Government doesn't need to throw more money at the health care system -- it needs to fundamentally reform the system. Even if more dollars were needed, to take them from a revenue base where the receipts are declining doesn't make good economic sense. Unstable revenue sources lead to more taxes from other areas.

Audience: Anti-Tax Activists

Message: The Administration should focus on cutting spending -- not raising any taxes -- if the budget and health care costs are to be finally controlled.

ISSUE: ETS

The following list is submitted as an addendum to the report for your review. Please make additions as needed.

2023375223

Audiences:

Elected Officials

Regulatory Officials

Smokers

Non-smokers/taxpayers/general public

Conservative/Liberal Media

Employees (Tobacco/Non-tobacco)

Scientific Community

Restaurant/Hospitality

Human Resources

Labor

Business

Legal

Industry

2023375224

Environmental Tobacco Smoke

Note: All of the ETS projects discussed below and additional work on such projects are pending subject to decisions regarding litigation.

I. Develop Press Package for ETS

Summary: Developing multi-use, modular press/information packages tailored for different audiences.

Status:

- Audiences and messages preliminarily identified.
- PM/RJR/TI gathering and forwarding all relevant materials to B-M for review and cataloging.
- B-M to contact APCO regarding coalition building and development of message points for specific audiences.

II. Develop Comprehensive LTEs Program to Support ETS Objectives.

Summary: Focus proactive/reactive LTEs on key opinion creating newspapers/publications of selected elected officials/appointed officials, with ccs to those legislators, appointed officials.

Status:

- B-M has created prototype media list and is expanding to include top 100 newspapers and state capitals media.
- PM/RJR will contact field coordinators, lobbyists etc. to have them expand their monitoring of local press and to have them help identify potential authors.
- PM/RJR each to draft 25 LTEs.

III. Promote Speakers in Local Markets

2023375225

Summary: Design speakers' program for placement of identified spokespersons in local markets designed to attract press attention.

Status:

- o B-M preparing memo/guidelines on identifying potential forums and making contacts.
- o PM/RJR to identify potential speakers and procure op-ed writers for articles based on speeches.
- o PM/RJR preparing 2 generic ETS speeches each (1 each w/slide backup)

IV. Educate Newspaper Opinion Creators via Ed Boards

Summary: Continue ongoing key opinion leader educational outreach program, while identifying and expanding program to key national, state/state capital and local newspapers.

Status:

- o B-M has prepared prototype media list and is expanding.

V. Establish Presence on Selected Radio Talk Shows

Summary: Try to use expert third parties and media-trained activists to reinforce press efforts with national and local radio talk show opportunities.

Status:

- o B-M has prepared prototype media list and is expanding
- o PM/RJR talking to government affairs/field coordinators to identify appropriate topics/spokespersons.

VI. Develop Comprehensive Op-ed Program to Support ETS Objectives.

2023375226

Summary: Develop op-eds, both proactive and reactive, for placement in selected national, state/state capital and local newspapers.

Status:

- o B-M has developed prototype media list and is expanding
- o PM/RJR each drafting 6 op-eds, message points and LTEs to support op-eds.

2023375227

Project: ETS

Overview: Programs will be developed and focus shifted at such time as the litigation matter is resolved, either through filing or not.

However, those items that are not dependent upon resolution of this matter will be moved forward.

Task force is monitoring conferences related to environment and EPA.

Note: Recent conference hosted by The International Institute of George Mason University and The Science and Environmental Policy Project lambasted EPA. The conference was videotaped and we understand that we can obtain a copy shortly.

Project: FET

Overview: Task force finalising information materials in preparation for dissemination in near future.

2023375228

Project Media / Communications Press Package

-5/27/93

Lead Responsibility: PM: Vic Han / Burson-Marsteller
RJR: Mora Payne

ETS ■ FET ■

Time Line:

FET: -Review June 1, 1993

-Submission due March 31, 1993

-Plans finalized week of April 12, 1993

-Initiate Program week of April 5, 1993

-Review week of March 22, 1993

ETS: -Submission due March 31, 1993

-Plans finalized week of April 12, 1993

-Initiate Program week of April 5, 1993

Description: Design a press kit for use with media on ETS issues. Also, design press kit on Excise Tax issue.

Action:

-See following page Re: Develop Press Package.

FET -Press Packages will be multi-use, modular press/ information packages that can be tailored for different audiences.

-Identified audiences and preliminary respective messages as an exercise to identify package elements.

Next Steps:

-Submit to all group members already existing materials to be considered for modular elements of package.

-Submit suggestions for other materials that must be created, developed or researched.

-Tom Humber (B-M) will collect, maintain and catalog submissions.

-PM to generate./Done.

2023375229

Press Package (Continued)

- ETS: -Press package will be multi-use, modular press/information packages that can be tailored for different audiences.
-Identified audiences and preliminary respective messages as an exercise to identify package elements.

Next Steps:

- Contact APCO, request refined ETS messages by audience; distribute to group.
- Distribute to APCO and all group members already existing materials to be considered for modular elements of package.
- Based on existing package APCO submissions, group submits additional materials, suggestions, etc. to Tom Humber (B-M).
- See following FET/ETS Audience & Message Point Development

Budget:

2023375230

I. Press Packets

ETS

Summary: DEvelop multi-use, modular press/information packages tailored for different audiences.

Status:

o B-M has reviewed materials and has requested additional materials from TI and RJR. Prototype packet will be disseminated to task force next week.

FET

Summary: Modular press/information packages to be tailored for different audiences.

Status:

o B-M has received comments on prototype packets. B-M is incorporating revisions and will distribute revised packet to task force next week.

o PM presently creating media analysis from clips to help refine existing media lists.

IA. Price Waterhouse Study

Summary: Potential to publicize economic impact information in the 50 states through press releases and events prior to release of health-care reform package.

Status:

o Clarification on figure development received from TI and being incorporated into materials.

o Both RJR and PM in touch with organisations in each state with similar interests who are likely to issue press releases at the appropriate time.

2023375231

Project _____ Media / Communications _____ Plan Ad Campaign

-5/27/93

Lead Responsibility: PM: Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:

-Ongoing - Review June 1, 1993

Description: Develop ad copy for review, testing and approval by senior management.

- Roger Ailes - Real people affected by taxes.

Action:

- ETS ad will be ready to go out late April.
- Roger Ailes meeting (Done).
- Roger Beahm to have ETS and FET ad concepts in ten (10) days.(Done).
- Ads ready to review on April 1, 1993.
- Legal review.

Budget:

ETS w/ RJR \$606,000 split

2023375232

Project Media / Communications Radio Talk Shows

-5/27/93

Lead Responsibility: PM: Vic Han,
RJR: Mark Smith

Burson-Marsteller

ETS ■ FET ■

Time Line:

- FET:** -Review June 1, 1993
-Submit recommendations week of May 10, 1993.
-Submit final plan week of May 17, 1993.
-Initiate program May 24, 1993.
- ETS:** -Submit recommendations week of May 10, 1993.
-Submit final plan week of May 17, 1993.
-Initiate program May 24, 1993.

Description: Develop list of select radio talk shows we should reach and schedule briefings. In addition to major, national radio talk shows, radio is having a big impact on local as well as national debates at the local level as well. We should look to influence both the big opportunities as well as develop an overall market-by-market, state-by-state capability.

Action:

- See following page Re: Establish a Presence on Selected Radio Talk Shows
- Follow-up on Rush Limbaugh
- Materials sent by RJR week of 3/1/93

1. Identify Radio Talk Shows & Talk Radio Shows

Goal: Use radio effectively to get our message across.

- Determine national and market-by-market radio talk shows (programs in which the host dominates or interviews people of interest). Also identify the radio call-in (Talk Radio) shows in which interested listeners can often determine the topics. Create computer data to easily access radio opportunities by market, subject and format.

Time line: TBD

2023375233

Radio Talk Shows

(Continued)

- Geographically match spokespersons (see "Promote Speakers in Local Markets" part of overall plan) to radio talk show list.

Time line: TBD

2. Briefings With Key Radio Talk Shows

- Provide producers of key shows with materials to influence selection of topics, guests and messages.

Time line: TBD

3. Reaching Talk Radio

- Provide spokespersons (see "Promote Speakers" section of plan) with materials and lists of talk shows, and encourage call-ins.
- Use other activists to increase calls to radio shows, to influence selection of topics and to increase chance of getting messages across.

Time line: TBD

(Special Note to TCG: As you may know, working with WKA, we have already begun developing talk radio. We are planning to match our media trained activists against the list and provide listings of talk radio, along with talking points, etc. Additionally, we were planning to do a special insert into the next alert going to the 2,000 Smoker Write club activists, encouraging them to send us a list of local talk shows...eventually providing them with talking points, etc.)

FET:

- Reinforce "press" efforts with national and local radio talk show opportunities.
- Expert third parties and media trained activists will be principal participants.

Next Steps:

- Identify stations/shows/formats B-M will provide March 31, 1993.
- Identify appropriate topics/spokespersons.
- Pitch topic selection/guests.
- Media train spokespersons.
- Schedule programs.
- Support industry spokespersons via call ins to show.
- Tape programs for analysis and revision.
- Alert selected media.

2023375234

Radio Talk Shows (Continued)

ETS:

- Reinforce "press" efforts with national and local radio talk show opportunities.
- Expert third parties and media trained activists will be principal participants.

Next Steps:

- Identify stations/shows/formats B-M will provide March 31, 1993.
- Identify appropriate topics/spokespersons.
- Pitch topic selection/guests.
- Media train spokespersons.
- Schedule programs.
- Support industry spokespersons via call ins to show.
- Tape programs for analysis and revision.
- Alert selected media.

Buget: TBD

2023375235

V. Establish Presence on Selected Radio Talk Shows in Order to Further Objectives.

ETS

Summary: Try to use expert third parties and media-trained activists to reinforce press efforts with national and local radio talk show opportunities.

Status:

- o Continuing development of potential spokespersons and opportunities.
- o Other efforts will depend on determination of litigation.

FET

Summary: Reinforce "press" efforts with national and local radio talk show opportunities. Expert third parties and media trained activists will be principal participants.

Status:

- o TI developing list of potential radio spokespersons who can take advantage of call-in shows. Formalizing plan to coordinate appropriate for call-in shows.
- o Process of identifying additional appropriate topics/spokespersons continues.

2023375236

Project Media / Communications Promote Speakers in Local Markets

-5/27/93

Lead Responsibility: PM: Victor Han Burson-Marsteller
RJR: Mark Smith

ETS ■ FET ■

Time Line:

FET: Review June 1, 1993

-ETS: Submit final plan April 30, 1993.

(With most if not all of the John Boltz submissions in place if given the go ahead to proceed.)

Description: Design a speakers program and place identified spokespeople in local markets designed to attract some press attention.

Action:

-See following page Re: Develop Speakers Bureau

1. Identify Potential Speakers in Each Market

Goal: Effective, credible speakers, representing different interests, (i.e. business/jobs/economy/consumer/individual rights, etc.) in each of 50 states, with speakers in every major market, including state capitals.

- PM/RJR's trade relations/government relations/public issues immediately begin contacting and recruiting potential spokespersons - retailers, wholesalers, suppliers, growers, smokers' rights activists.

Time line: Names of recruits to Joint Task Force week of: TBD

2023375237

Promote Speakers in Local Markets (Continued)

(Special Note to TCG: 1) As you know, we have 200 media trained activists in the field. Prior to this project, we were working on plans to fully activate all of these people. How we plan to work with these folks is outlined on page two. 2) At our request RJR trade relations will, at their meeting next Wednesday in Washington, ask the AWMA wholesalers to provide a list of their "Go To" people in every state who would be willing to serve in this role. The plan we were working on called for us to prepare a news release for each of 50 states on the economic impact of the FET. One objective was to provide Tommy Payne with some clips from home districts.

2. Issue Training & Media Training

- Determine material needed for issue training. If none exists, immediately develop talking points, palm cards, Q&As and briefing book. Otherwise use what is available.
- Determine which spokespersons need media training. Conduct media training, as needed. (Note RJR allied forces training already scheduled.)

Time line: TBD

3. Building Awareness & Credibility - Communications Effort

Goal: News media will recognize our spokespersons as source for accurate, timely and credible information on FET/ETS. Work with media.

- RJR/PM puts editorial effort into high gear developing op-eds, letters to editor, news releases, talking points, backgrounders - generic and state/market specific - for use by each spokesperson.

Time line: TBD

(Special Note to TCG: 1) As mentioned on page one, we were planning to distribute a news release through each statewide smokers' rights spokesperson. A generic piece would be provided to each Field Coordinator, along with state specific date; FC's would work with each spokesperson. 2) For industry spokesperson - wholesalers and retailers that RJR Trade Relations identifies, we are working on plans for distribution on economic impact in each state. We are exploring the possibility of working with each state spokesperson, but faxing the release ourselves in a highly organized fashion using faxing services. Cost would be about \$1.10 per release, which would probably go to a total of 7,000 nationwide media outlets.

2023375238

Promote Speakers in Local Markets (Continued)

If I understand our RJR/PM mission correctly, we will determine who will do what, and how best to split the work and cost.

- Outreach: Each spokesperson will be given a list of all media in area. Where feasible, spokesperson will schedule brief one-on-one meetings with reporters/editors to introduce themselves and leave information. Key media not reached will be mailed a rolodex-type card with brief information.

Time line: TBD

- As appropriate, spokesperson may be asked to be part of group conducting editorial board meetings. (see "Editorial Boards" section of overall plan.)

4. Speakers Program

Goal: Spokesperson will speak to as many community groups as possible to explain position.

- Provide spokesperson with guide on what kind of groups to seek speaking opportunities, how to contact, what to say to get acceptance, etc. (Or, if budget and time permits, actually provide spokespersons with list of organizations, telephone numbers etc. for their specific market.)
- Use same materials used for issue training. Also provide each speaker with 1) prepared presentation (with simple visual aides); and 2) outline for more information presentation.
- Develop leave behind materials for each spokesperson.

Time line: TBD

2023375239

Promote Speakers in Local Markets (Continued)

5. Follow Up

Goal: Maximize positive media placements.

- Develop simple system for spokesperson to report results of speaking engagements and media contacts. (Perhaps phone in or postcard drop - or provide each spokesperson with a PM/RJR contact to serve as resource...or develop a "help desk" concept.)
- Positive news clips will be gathered and distributed to supporters in each market -- each person will send copy of clip and a short personal letter to their U.S. Congressman and Senator.

Time line: TBD

(Victor Han) Identify appropriate journalists for one-on-one briefings on ETS
identify appropriate messengers.

Action: Researching reporters, messengers.

FET:

- Program to have credible speakers able to hit all 50 states, all major markets and state capitals.
- Identified speakers would also author op-eds and the like to augment credibility.
- Speakers trained to obtain platforms, venues (in addition to turn key manual to be developed and supplied.)
- Gain support/help of PM/RJR trade relations, government relations, other resources to identify, contact and recruit potential speakers (retailers, wholesalers, suppliers, growers, smokers rights activists.)
- All must be trained on issue, presentation skills, media.
- Develop national speakers stable of higher profile individuals (think tanks, tax organizations, economists, etc.); determine appropriate venues, mechanism for placement (speakers' own organizations.)
- Develop text, leave behinds, visuals.
- Develop PR support programs. (Cookie cutter approach based on venue, subject matter, key impact issue of focus.)

2023375240

Promote Speakers in Local Markets
(Continued)

Next Steps:

-All of the above.

ETS:

-We have not gotten to that yet.

Budget:

2023375241

III. Speakers' Bureau

ETS

Summary: Design speakers program for placement of identified spokesperson in local markets designed to attract press attention.

Status:

- o Continuing identification of credible spokespersons through media content analysis.
- o Continuing monitoring of potential opportunities speakers. E.g., there are a number of conferences that may provide a forum for individuals, groups or coalitions, and also may identify experts.

FET

Summary: Design a 50-state speakers program and place identified spokespersons in local markets designed to attract some press attention.

Status:

- o Speakers bureau to be instituted after announcement day w/preliminary work being done now.
- o Draft materials prepared and speaker identification process continuing.
- o Once have identified organizations willing to take a public stand on issue, can use individuals in organizations as core of speakers bureau.

2023375242

Project Media / Communications
Television Interviews

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: (consider)

Action:

Budget:

2023375243

Project Media / Communications
Press Briefings

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review June 1, 1993

Description: (Get APCO recommendations)

Action:
-Philip Morris

Budget:

2023375244

Project Media / Communications Editorial Boards

-5/27/93

Lead Responsibility: PM: Victor Han and Burson-Marsteller
RJR: Mark Smith
TI:

ETS ■ FET ■

Time Line:

FET: -Review June 1, 1993

- Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.
- Submit final plans week of May 17, 1993.
- Initiate program week of May 24, 1993.

ETS: -Submit target lists, begin editorial analysis, develop message points/leave behinds week of May 10, 1993.

- Submit final plans week of May 17, 1993.
- Initiate program week of May 24, 1993.
- Review week of March 22, 1993.

Description: Place senior executives and identified spokesmen with select editorial boards to discuss industry issues: ETS/Excise Taxes. A press kit and "leave behinds" will be necessary.

Action:

- See following page Re: Educate Newspaper Opinion Creators via a Series of Editorial Board Meetings.

FET:

- Meetings targeted at hometown (district) newspapers of key legislators.
- Representatives of local business/labor, fiscal experts, smoker activists comprise team. Possible use of RJR/PM senior management in selected cases.
- Press kit needed.
- Key markets identified by government affairs.
- Meetings to be scheduled.

2023375245

Editorial Boards (Continued)

-5/27/93

Next Steps:

- Identify newspapers in targeted congressional districts.
- Review past editorial positions.
- Make Go/No Go decision.
- If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

ETS:

- Continue key opinion leader educational outreach program.
- Meetings with targeted key national, state/state capitol and local newspapers.
- Expert panel may include local representation and nationally recognized experts.

Next Steps:

- Identify newspapers.
- Review past editorial positions.
- Make Go/No Go decision.
- If Go...Determine key message points/leave behinds, determine team composition, media train team members, schedule meetings, post meeting follow-up, i.e.. new information.

Budget:

2023375246

IV. Educate Newspaper Opinion Creators with a Series of Editorial Board Meetings.

ETS

Summary: Continue ongoing key opinion leader educational outreach program, while identifying and expanding program to key national, state/state capitol and local newspapers.

Status:

- o Continuation of briefing and educational outreach to more conservative, anti-regulatory media.
- o Awaiting decision on lawsuit to develop appropriate program for ed boards.

FET

Summary: Focus on hometown (district) newspapers of key legislators (well-crafted letter w/good package) and some bigger newspapers.

Status:

- o Priority project. Task force to determine drop date; probably 4 days to one week after final sign-off obtained by task force on information kits.
- o PM/RJR/TI to divide media lists for cover letters and follow-up phone calls requesting opportunity to respond to health-care reform proposals before papers editorialize.

2023375247



2023375248

Project *Message*
50 Million Smokers

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ■ FET ■

Time Line:
-Review week of April 18, 1993

Description: Key talking points: (develop)
-Develop "class war" stressing the impact of FET on lower income people.
-Use LuLac data, Randolph Institute data regarding Hispanic/African-Americans

Action:

Budget:

2023375249

Project _____ Message _____
Canada Tobacco Model a Myth

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ☐ FET ☒

Time Line:
-Review week of April 18, 1993

Description: Key talking points: (develop)

Action:
-Consider expanding to other countries.
-Philip Morris working

Budget:

2023375250

Project _____ Message _____
Courtesy and Common Sense

-5/27/93

Lead Responsibility: PM: Lance Pressli
RJR: Tom Harris

ETS ☒ FET ☐

Time Line:
-Review week of March 22, 1993

Description: Develop talking points.

Action:
-Clark Judge

Budget:

2023375251

Project Message
Hurts Employees

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ☐ FET ☒

Time Line:
- Review week of April 18, 1993

Description: Key talking points (develop)

Action:

Budget:

2023375252

Project _____ Message _____
Tax Regressive

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ☐ FET ☒

Time Line:
-Review week of April 18, 1993

Description: Key talking points (develop)

Action:
-Factor in EPI data.
-Need to build counter to Earned Income Tax Credit.

Budget:

2023375253

Project _____ Message _____
Breeds Corruption and Black Market

-5/27/93

Lead Responsibility: PM:
RJR:

ETS ☐ FET ☒

Time Line:
-Review week of April 18, 1993

Description: Key talking points (develop)

Action:

Budget:

2023375254

2023375255



Project _____

Speeches _____

ETS Speech

-5/27/93

Lead Responsibility: PM:

RJR: Clark Judge

ETS ☒ FET ☐

Time Line:

-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2023375256

Project _____ Speeches _____

Inventory of Speeches

-5/27/93

Lead Responsibility: PM: Craig Fuller
RJR: Tom Griscom

ETS ■ FET ■

Time Line:
-Ongoing - Review June 1 1993.

Description: PM and RJR to closely coordinate assignments to deliver a consistent message on each speech that is written.

Action:

Responsibility:

Tab 3:

Consumer Outreach - Consumer Data Base:

-Insert for redemption packages

PM/RJR - in house

Consumer Outreach - Redemption Stuffers:

-Card on ETS

PM/RJR - in house

-Card on Federal Excise Tax

PM/RJR - in house

Tab 4:

Business Outreach - Direct Mail to CEO's

-CEO/CEO letter

PM/RJR - in house

-Attachment with accommodation program description and information on how PM/RJR can help.

PM/RJR - in house

Business Outreach - Business Roundtable:

-Letter for advising BRT members of threat to business posed by EPA/OSHA indoor air regulation.

Burson-Marsteller

-Talking points for discussions with BRT members.

-Fact sheet.

2023375257

Inventory of Speeches (Continued)

Responsibility:

Business Outreach - Chambers of Commerce:

- Basic speech, ETS
- Basic speech, excise tax
- White paper, ETS
- White paper, excise tax
- Speech for Jim Miller (T)
- Op-ed for Jim Miller (T)
- Talking points for NY meetings with executive directors
- Press kit for executive directors

Clark Judge
Clark Judge

Clark Judge
Clark Judge

Burson-Marsteller

Business Outreach - National Association of Manufacturers:

- Letter to NAM members
- Speech or testimony for senior NAM officials
- NAM fact sheet

Clark Judge

Tab 5:

Advocate Outreach - Mass Mailing:

- Letter with appeal
- Self-mailer to send to Members of Congress

PM/RJR - in house
PM/RJR - in house

Advocate Outreach - Volunteer "Advocates"

- Phone bank script (Done)
- Direct mail letter to go to activists

PM/RJR - in house
PM/RJR - in house

Tab 6:

Grassroots Effort - Employees:

- Communiqué from MAM, WIC or other senior executive to, at a minimum, operating company managers and employee groups contacted by Jay Poole as of 3/6/93

Grassroots Effort - Suppliers:

- Letter to senior officer in supplier companies (re: ETS and/or excise taxes)

2023375258

Inventory of Speeches (Continued)

Responsibility:

Grassroots Effort - Accommodation

-- Hospitality/Industry:

- Letter to industry leaders
- Talking points for discussions with industry leaders
- Fact sheets on economic impact studies

PM/RJR - in house

PM/RJR - in house

Grassroots Effort - Accommodation -- Airport:

- Letter
- Talking points
- Fact sheet

PM/RJR - in house

PM/RJR - in house

PM/RJR - in house

Grassroots Effort - Accommodation -- Workplace:

- Model policy statement
- Fact sheet on technical recommendations for upgrading ventilation systems
- Case studies for publication

PM/RJR - in house

PM/RJR - in house

PM/RJR - in house

Tab 7:

Government Affairs - Elected Officials:

- Letters for contacting officials outside Washington
- Talking points for staff to staff contact
- Talking points for appropriate senior executive to official contact
- Letter for officials outside of Washington to send to Federal officials
- Talking points for officials outside of Washington to use in discussions with Federal officials

Government Affairs - Governors:

- Speeches for governors
- Talking points for governors
- White papers for governors
- Fact sheets for governors

Clark Judge

2023375259

Inventory of Speeches (Continued)

Responsibility:

Government Affairs - Briefings on the Hill:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

Government Affairs - Senior Management Visits:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

Government Affairs - Member Assignments:

- Talking points
- White papers
- Fact sheets
- Follow-up letters

Government Affairs - Coordination with Tobacco Coalition:

- Letters to senator
- Talking points for meetings with Senators

Tab 8:

Labor - Strategy -- Tax:

- Talking points for PM/RJR call on president of BCT
- Letter for president of BCT to members
- Sample letter for members to send to Congress and White House
- Talking points for president of BCT in meeting with Lane Kirkland and other labor leaders
- Phone bank scripts for appeal to members

Tab 9:

TI Coordination - TI Lobby Plan:

- Nothing

2023375260

Inventory of Speeches (Continued)

Responsibility:

TI Coordination - TI Educational Packet:

- Information kit
- White papers
- Talking points

Tab 10:

Science, Publicly Challenge EPA Science:

- Press conference statement
- Open letter to the new EPA Administrator
- Press release for press conference

Clark Judge

Science - EPA to Reexamine ETS Study:

- Fact sheet on paper arguing for reexamination of ETS at EPA

Science - Science Spokesperson:

- Speeches for spokesperson
- Talking points for spokesperson

Clark Judge

Science - Presentation to OSHA on ETS:

- Script for presentation

RJR

Tab 11:

Research - Studies:

- Press releases announcing study findings
- Press conference statements
- Fact sheets based on studies

Research - Position Papers:

- White paper on ETS
- White paper on excise taxes

Research - Niagara Institute:

- Report on tobacco issues in Canada
- Statement by Institute director
- Press kits

2023375261

Inventory of Speeches (Continued)

Responsibility:

Tab 12:

Legal - Growers' Law Suit:

-Nothing

Legal - Briefings on ETS:

-Talking points, CEO/CEO

-Letter, CEO/CEO

-Talking points, General Counsel/General Counsel

-Letter, General Counsel/General Counsel

Tab 13:

Media/Communications - Press Package:

-Press kit on ETS

-Press kit on excise tax

Media/Communications - Plan Ad Campaign:

-Ad copy

Media/Communications - Radio Talk Shows:

-Talking points for briefings

-Fact sheets for briefings

Clark Judge

Clark Judge

Media/Communications - Promote Speakers in Local Markets:

-Letter to set up speaking engagement

-Talking points for calls setting up engagement

-Press release announcing engagement

-Speech for speaker

Clark Judge

Media/Communications - Television Interviews:

-Talking points for interviews

-Press kits

Clark Judge

Clark Judge

2023375262

Inventory of Speeches (Continued)

Responsibility:

Media/Communications - Press Briefings:

- Talking points
- Press kits

Media/Communications - Editorial Boards:

- Talking points
- Press kits

Tab 14:

Message - 50 Million Smokers:

- Talking points

Message - Canada Tobacco Model a Myth:

- Talking points

Message - Courtesy and Common Sense:

- Talking points

Message - Hurt Employees:

- Talking points

Message - Tax Regressive:

- Talking points

Tab 15:

Speeches - ETS Speech:

- Themes statement
- Speech

Clark Judge
Clark Judge

Speeches - Junk Science Speech:

- Speech

DONE

Speeches - Economic Consequences:

- Themes statement
- Speech

Clark Judge
Clark Judge

2023375263

Inventory of Speeches (Continued)

Responsibility:

Speeches - Excise Taxes:

- Themes statement
- Speech

Clark Judge
Clark Judge

Speeches - Canada and the Black Market:

- Themes statement
- Speech

Clark Judge
Clark Judge

Speeches - Basic Speech

- Themes statement
- Speech

Clark Judge
Clark Judge

Budget:

2023375264

Project _____ *Speeches* _____
Junk Science Speech

-5/27/93

Lead Responsibility: PM: Jim Ramsay
RJR:

ETS ☒ FET ☐

Time Line:
-Completed

Description: Speech theme: puts ETS in context of other government scientific blunder (e.g. Alar, chlorination of drinking water, showers)

Speech on file - can be altered/updated to fit specific audience.

Action:

- Speech revised for general use. Finished draft available 4/15/93.
- Two versions - one for PM speaker, one for a 3rd party speaker created on 4/12/93
- Speech developed for MAM 2/93.

Budget:

2023375265

Project _____ Speeches _____
Economic Consequences

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ☐ FET ☒

Time Line:
-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2023375266

Project _____ *Speeches* _____
Excise Taxes

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ☐ FET ☒

Time Line:
-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2023375267

Project Speeches
Canada and the Black Market

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ☐ FET ☒

Time Line:
-For review april 18, 1993

Description: Themes (develop)

Action:

Budget:

2023375268

Project _____ *Speeches* _____
Basic Speech

-5/27/93

Lead Responsibility: PM:
RJR: Clark Judge

ETS ■ FET ■

Time Line:
-For review April 18, 1993

Description: Themes (develop)

Action:

Budget:

2023375269

2023375270